

LEEDS CITY COLLEGE

MINUTES OF THE MEETING OF THE BOARD OF GOVERNORS HELD ON MONDAY 27 MARCH 2017

Present

Colin Booth	Chief Executive & Principal
Emily Chapman	Student Elected Governor
Robert Clunas (from item 9)	Staff Elected Governor
Cherry Fricker (Vice Chair)	Governor
Becky Hewitt	Governor
Shaid Mahmood (Chair)	Governor
Libby Raper	Governor
Christine Smith	Governor
Tina Turnbull (Vice Chair)	Governor

The quorum for the meeting was seven Board members

In Attendance

Brian Archer	Commercial Director
Lydia Devenny	Chief Financial Officer
Professor Nicholas Goddard	QAA/FDAP Scrutiny Team - observer
Gerry Godley	Principal & MD, Leeds College of Music
Melanie Halstead	Clerk to the Board
Bill Jones	Deputy Principal Teaching & Learning
Jane Pither	Deputy Principal Corporate Services
Heather Whitehead	Curriculum & Operations Director, Keighley College – item 9

The meeting was held at the Printworks Campus and started at 5pm

MEETING ADMINISTRATION

1. Apologies for Absence

Apologies for absence were received from Adam Beaumont and Gerald Jennings (governors) and Andrew Whitaker (Executive Principal, White Rose Academies Trust).

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 any Agenda Items

The Chair reminded governors of the requirement to declare their interest in any agenda items.

4. Minutes of the Meetings of the Board held on 27 February and 10 March 2017

27 February 2017

The draft minutes referred to the Chief Financial Officer providing a view on the financial forecast on a monthly basis; governors asked that the minutes be expanded to make explicit that this would form a standard agenda item for all future Board meetings with a paper included in the Board pack for consideration at the meeting.

The following matters arising from the 27 February meeting were also discussed:

Proposed Free School at Horsforth – governors sought confirmation of the timescale for obtaining legal advice on the memorandum of understanding (MoU). The Deputy Principal Corporate Services advised that legal advice would be sought once the Free School had been approved and the MoU drafted; the Clerk undertook to capture this action point on the Board's rolling list of actions/matters arising.

Group Data Dashboard – governors asked when a revised version of the dashboard would be available, taking account of the feedback provided by the Board in January and February. The Chief Executive/Principal advised that this would be presented to the May or June Board meeting. The updated version would incorporate the feedback provided by governors or, if that was not possible, an explanation of why it was not possible.

10 March 2017

The draft minutes made reference to the allocation of sale proceeds (Horsforth Campus) and associated decant costs and the Deputy Principal Corporate Services had undertaken to provide an explanatory briefing note. Governors asked that the minutes be expanded to also include their questioning of the costs relating to Park Lane B Block; the Deputy Principal's briefing note also needed to include a reconciliation of costs relating to Park Lane B Block.

Other feedback provided by individual governors had been incorporated into the draft minutes presented for approval.

The following matters arising from the 10 March meeting were also discussed:

The Board had previously discussed the level of contingency included in the draft Quarry Hill project budget. Governors now sought confirmation of the cost/change control process to be put in place around the contingency sum. The Chief Executive/Principal undertook to bring back to the Board any significant changes to the project that would necessitate use of the contingency.

Governors sought confirmation of the timescale for the planned review of the service level agreement in place with WYG; the Chief Executive/Principal confirmed that this would be completed by mid April 2017.

The Chief Executive/Principal reported that the college would be reviewing the construction costs with Wates the following week. He undertook to communicate the outcome of this review to governors by email, to be followed by a formal recommendation and decision at the April Board meeting. Governors asked that the email and subsequent recommendation highlight and provide an update/management response on the project risks already identified, for example timescale. A recommendation in relation to WYG would also be presented at the April Board meeting. Governors asked that the Chair of the Property Task & Finish Group be involved in these discussions and his view sought on any resulting recommendations.

RESOLVED (B 16/17):

That the minutes of the meetings of the Board held on 27 February and 10 March 2017 be approved subject to the additions highlighted above.

STRATEGIC ITEMS OF BUSINESS - GROUP

5. Draft Group Vision, Mission, Values and Group Name

The Chief Executive/Principal introduced a paper that presented a draft of the vision, mission and values; suggestions for a group name were also included. It was noted that this was a prelude to a further piece of work on group strategy that would be presented in April.

Having discussed the suggestions put forward, governors were supportive of the proposed group values in principle. However, it was felt that the paper presented lacked sufficient rationale as to why those particular values had been chosen and were appropriate for the group. A follow up paper was therefore requested, setting out the process undertaken to arrive at the recommended values and the rationale. Of the two alternative value wheels presented, governors preferred version 1 (6 values). It was also felt that wordsmithing of the vision and mission needed further work in order to finalise, drawing on the available market insight. With regard to communications, it was felt to be important for the vision and mission to speak for themselves.

In considering the suggestions for a group name, governors expressed the view that a debate needed to take place on the scope of the group, be it Yorkshire based, Leeds based or some other option, to help to determine any group name. The purpose/planned use of any group name also needed to be articulated. Governors also stressed that market insight needed to be available to support decision making around group scope and name. It was agreed that when discussing scope, the impact on each part of the group, including LCC Commercial, would need to be considered. Similarly, the group USP needed further discussion, acknowledging that USPs were not usually about place or region but a point of difference.

RESOLVED (B 17/17):

- (a) That a further paper on group values be presented at the next meeting, as outlined above.
- (b) That the group vision and mission be brought back to the Board in April 2017 following further work on wordsmithing.
- (c) That a further discussion be held around group scope, name and USP, as outlined above.

6. Draft Group Strategic Priorities for 2017/18

The Chief Executive/Principal presented the draft group strategic priorities for 2017/18, reflecting discussions at the Board's strategic seminar in January. With regard to strategic priority 3 (people strategy), L Devenny (Chief Financial Officer) and B Hewitt (link governor) would meet to discuss the proposed approach to this work post April.

Priorities 1 to 7 as listed in the circulated paper were agreed. Priorities 8 and 9 (relating to data dashboard and Keighley College respectively) would be reviewed at the end of the current year to determine whether they needed to be included as strategic priorities for 2017/18. It was emphasised that once agreed by the Board the strategic priorities needed to be treated as utmost priority by the executive.

It was noted that the link governor scheme would be reviewed as part of the group structure discussions.

RESOLVED (B 18/17):

To agree priorities 1-7 as listed in the circulated paper as the group's strategic priorities for 2017/18.

7. Group Structure

The Chair of the Group Structure Task & Finish Group provided feedback from the meeting held on 24 March and highlighted emerging proposals, as follows:

Analysis of Options

- A high level analysis of the different forms of legal entity had been carried out - no tangible benefits had been identified from a change of legal status at this stage and the status quo was therefore recommended, that being a Further Education Corporation. Other options considered included charitable trust and company limited by guarantee or shares.
- It was suggested that, following Board approval of the proposed group structure in April 2017, any further review be instigated only if there is a change in vision/mission of the Group or significant change in the regulatory environment. This approach would serve to provide a level of stability and continuity for group members.
- The importance of aligning this piece of work with that around the refreshed Vision, Mission and Values was recognised.

Governance Structure

- Recommendations to build on the group structure proposals agreed in July 2016.
- Proposed Group Board to meet quarterly and consist of an independent chair, the chairs of each group member, group committee chairs, staff governor, student governor, CEO/Principal and other external members based on desired mix of skills and experience.
- Group Committees – Audit, Remuneration, Governance & Search, Property Strategy – terms of reference drafted for each committee.
- Task & Finish Groups – Apprenticeships T&F Group recently disbanded and subsumed into LCC Commercial Board – suggested that English & Maths T&F Group be disbanded once new structure in place, at which point the oversight of English and Maths provision will be carried out by the Leeds City College Board, Keighley College Board and LCC Commercial Board (the latter in relation to apprenticeships) – no other T&F groups proposed.
- Boards - Leeds City College, Keighley College, LCC Commercial, Leeds College of Music and White Rose Academies Trust – meeting quarterly or half termly (depending on need) – membership consisting of governors, co-optees and the CEO/Principal. The change in terminology from ‘sub-committees’ to ‘boards’ was highlighted.
- Staff and student voice to be considered further.
- To consider use of Vice Chairs for each Board – ability to attend/vote at Group Board in Chair’s absence – also aims to support succession planning and sustainability.
- Link governor system to be reviewed in light of the emerging group governance proposals, particularly in relation to the monitoring of strategic priorities.
- Suggestion that senior executive member from each part of the group plus Chief Financial Officer be required to attend Group Board meetings.

Timescales

- A paper summarising the draft proposals to be circulated to governors later this week; governors would be asked to provide feedback prior to the next Task & Finish Group meeting (scheduled for 19 April).
- Final recommendations to Board for approval on 24 April.
- Aim for full implementation by September with shadow Group Board meeting in the summer term.

Next Steps

- Revisions to FE Corporation Instrument & Articles of Government
- Scheme of Delegation
- Annual Reporting Cycle
- Governance Policies and Procedures
- Role Descriptions – Chairs, Vice Chairs, etc

Governors suggested that the Task & Finish Group also consider the following issues:

- Terms of reference of proposed Governance & Search Committee to clearly articulate the committee's role in relation to succession planning. It was also suggested that the committee be called Governance & Nominations (rather than Search).
- The number of governors/co-optees required, the associated time commitment expected of individual members and the search process. It was outlined that a significant number of additional governors/co-optees would need to be appointed, and the challenges this presented, particularly in relation to the proposed timescale for implementation of the new structure.
- The importance of ensuring the effectiveness of each of the proposed boards and committees, reflecting the expectations of the Group Board - stress testing to be carried out by the Task & Finish Group.
- Audit Committees (Group and WRAT) – potential for sharing of good practice and resources.

8. Leeds Capital of Culture Developments

The Principal & MD of LCoM briefed the Board on the Leeds 2023 Capital of Culture bid, highlighting the community engagement opportunities that this provided for the group. He undertook to circulate a link to a short film on Leeds 2023.

STRATEGIC ITEMS OF BUSINESS – KEIGHLEY COLLEGE

9. Keighley College Draft Development Plan

The Deputy Principal Corporate Services and the Curriculum & Operations Director (Keighley College) presented for discussion a draft Development Plan for Keighley College. The presentation and resulting discussion focused on perceptions research, product and market development, success and achievement rates and the five year financial forecast.

Governors queried whether the same approach to assessing the affordability of curriculum provision was adopted at Keighley College as at Leeds City College. The Deputy Principal Corporate Services confirmed that the approaches were broadly the same. Governors also asked how the success of the various plans and initiatives highlighted were assessed; the Deputy Principal advised that this was done on an ongoing basis, including through the performance review and business planning process.

Recognising the strength of employer links and responsiveness to employer needs in Keighley, governors questioned whether some provision was being delivered in order to meet employer needs but at a cost to the college; the Curriculum & Operations Director advised that whilst in previous years some provision had been subsidised, this was no longer the case. In addition, staff were looking at creative ways of timetabling to increase efficiency at Keighley College.

Governors queried whether Facilities Management had been introduced in response to employer need; this was confirmed by the Curriculum & Operations Director who advised that the Council had approached the college. It was noted that the provision fit well within the existing Engineering department at Keighley.

In response to a query around the HE offer, the Curriculum & Operations Director outlined the planned developments in Engineering and Business & IT. In addition, it was hoped to introduce Access to Business & IT in September. A discussion followed relating to the physical environment for HE students; it was confirmed that there would be a distinct adult zone within the college.

It was suggested that the Government's response to The Casey Review (an independent review into opportunity and integration) be considered once available, particularly in light of the potential for additional funding for ESOL provision. Governors also suggested that thought be given to how Keighley College can engage with FTSE companies to help drive its growth and development.

The Board welcomed the information presented, especially the perceptions and market research, and thanked the Curriculum & Operations Director for her input. The draft Development Plan and presentation had helpfully highlighted a number of strategic issues and key questions which would need further discussion at Board level. In conclusion, governors asked the Curriculum & Operations Director to discuss with her team at Keighley what 'great' would look and feel like for them and the support they needed from the Board to achieve that.

OTHER BUSINESS

Quarry Hill Major Capital Project

It was confirmed that the WYCA grant agreement had been signed on 20 March and the land purchased the following day. The college had subsequently received the first tranche of grant funding. The Chair thanked governors and senior staff for their contributions in reaching this crucial stage.

College Good News Story

The Chair shared with fellow governors a message he had received from the parent of a college student in which thanks were expressed for all the help provided by the college, which had resulted in a significant positive impact.

CONFIDENTIAL BUSINESS

Separate confidential minutes refer.

Signed : (Chair)

Date :