

LEEDS CITY COLLEGE GROUP

MINUTES OF THE MEETING OF THE LEEDS CITY COLLEGE BOARD HELD ON MONDAY 28 JANUARY 2019

Present

Colin Booth	CEO & Principal
Danielle Choma	Staff Member
Salman Daji	Acting SU President
Ken Morton	Governor
Stella Owen	Co-optee
Tina Turnbull (Chair)	Governor

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

In Attendance

Lydia Devenny	Deputy CEO Services
Graham Eland (item 8 only)	Director of IT & Estates
Janet Faulkner	Dean of HE & Professional Studies
Melanie Halstead	Clerk to the Board
Bill Jones	Deputy CEO Curriculum & Quality
Aaron Lethem (item 8 only)	Head of Estates & Facilities
Gemma Simmons-Blench	Vice Principal Curriculum

The meeting was held at the Printworks Campus and started at 5.30pm

MEETING ADMINISTRATION

1. Apologies for Absence

Apologies for absence were received from Mark Garratt (co-optee).

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

Board members were reminded of the requirement to declare their interest in any agenda items. Tina Turnbull declared an interest in the termly subcontractor monitoring report in her capacity as Chief Executive of People Matters (Leeds) CIC.

4. Minutes of the Meeting of the Board held on Monday 12 November 2018 and Rolling List of Actions and Matters Arising

Members considered the draft minutes of the previous board meeting and the rolling list of actions and matters arising from previous meetings. With regard to the latter, it was noted that all identified items were on schedule to be completed. The Deputy CEO Services confirmed that the potential under-reporting of health and safety accidents/incidents at the Printworks Campus had been followed up.

RESOLVED:

That the minutes of the meeting of the board held on Monday 12 November 2018 be approved as an accurate record and that these be signed by the Chair.

5. Communications

The Deputy CEO Services informed the board of a RIDDOR reportable incident that had occurred the previous week at The Foundry. The member of staff injured in the incident had returned to work that day and the incident was being followed up with the students involved.

Board members provided positive feedback from the Quarry Hill campus launch event attended the previous week.

The Deputy CEO Curriculum & Quality brief members on a proposed television documentary to be filmed at Leeds City College. If agreed, filming would take place between October and January. A discussion took place around the potential advantages and risks associated with this proposal. In particular the opportunity to spotlight FE and Leeds City College was welcomed and it was noted that any potential reputational risks would be minimised through the college retaining full editorial control.

The board was informed that the apprenticeship contract between Leeds City College and Sainsburys had been terminated and the Deputy CEO Curriculum & Quality briefed members on the background to this decision.

Board members provided feedback from their recent visits to the college. In particular, a positive visit to the Sixth Form had demonstrated significantly reduced absence, more rigorous performance management and positive culture change.

STRATEGY AND POLICY

6. Leeds City College Strategy 2019-2021 and Strategic Priorities 2019-2020

First drafts of the strategy and strategic priorities had been debated by the board at its strategic seminar earlier in the month and the Deputy CEO Curriculum & Quality now presented final drafts incorporating board members' feedback. Following further discussion it was suggested that two different versions of the strategy document be produced, aimed at internal and external audiences.

RESOLVED:

To approve the Leeds City College Strategy 2019-2021 and Strategic Priorities for 2019-2020.

7. Higher Education Fees and Refund Policy 2020-21

A detailed fees and refund policy relating to the college's higher education (HE) provision was considered. The Dean of HE drew board members' attention to the following clauses:

- Students who will repeat a full academic year will be charged the relevant rate for the year that they are repeating in.
- Students repeating part of an academic year will be charged a pro rata rate based on the number of modules for the academic year in which they are repeating.
- Tuition fees for students will remain at the level set at the commencement of their course for the remainder of their study on that programme.

The board went on to consider a proposal to increase full time fees and queried whether such an increase would affect student recruitment. The Dean of HE advised that feedback from students suggested that the fee level was not the determining factor. The option of introducing differentiated fees was also discussed and it was agreed to return to this matter when considering the college's Access and Participation Plan later in the year.

RESOLVED:

- (a) To approve the Higher Education Fees and Refund Policy 2020-21.
- (b) To consider a proposal relating to fees alongside the college's Access and Participation Plan later in the year.

GOVERNANCE, RISK AND COMPLIANCE

8. IT and Estates Disaster Recovery

The college's risk register included a risk relating to potential disruption of service following a major incident and the board had therefore sought assurance that the risk was being managed effectively. A detailed paper was now presented outlining the IT, health and safety and estate controls in place to reduce the risk of a major incident at the college. Board members took assurance from the wide-ranging controls and mitigation in place. In relation to the college's emergency response plans, board members were particularly interested in the level of student awareness and understanding. It was confirmed that this was covered in tutorials and, in response to a further query, the Head of Estates & Facilities advised that drills of the lock down procedure were planned. Board members also sought and received assurance that all necessary arrangements were in place for the opening of the new Quarry Hill campus in September.

Overall, it was felt that the controls, security systems and partnership working with specialist organisations significantly reduced the potential for a major incident which could lead to disruption of the college service provision and ability to operate.

It was also noted that the college's internal auditors, RSM, were carrying out a gap analysis against the ISO 27001 standard, the results of which would be presented to the Audit Committee.

9. Review of College Strategic Risk Register

The board reviewed the college's updated risk register as at January 2019.

A new risk relating to accommodation and the pressure on student numbers had been added to the register. This would be debated in more detail at the next meeting when considering the proposed property strategy. Board members also suggested that the wording of the risk be reviewed.

A risk relating to student attendance remained on the register as a significant risk; the Deputy CEO Curriculum & Quality advised that this was being addressed as a priority and undertook to provide a further update at the next meeting.

Board members questioned how confident the executive team was that the red and amber risks would be reduced in line with the 12 month forecasts provided in the report. The Deputy CEO Curriculum & Quality expressed confidence that the mitigating actions in place and planned would be effective, as evidenced in the previous year. It was suggested that timescales be added to the risk register for those actions planned but not yet in place.

PERFORMANCE MONITORING AND SCRUTINY

10. College Data Dashboard

An updated data dashboard was presented and, as previously requested by the board, the cover paper to the dashboard had been expanded to provide a more detailed commentary on the red and amber indicators and, where relevant, signposted board members to separate papers on the agenda.

11. 2017-18 Self Assessment Report and Quality Improvement Planning

At its previous meeting the board had considered the college's self assessment grades that were subject to validation. The grades remained unchanged following validation and the board now considered the college's full self assessment report for 2017-18. In particular the board discussed the grade 1 (outstanding) awarded for leadership and management and the improvements secured since the Ofsted inspection in February 2018 when leadership and management had been graded as good (grade 2).

The areas for further development that had been identified as part of the college's quality improvement planning were recognised by board members, having been the subject of discussion at previous meetings. These included:

- Ensure that students and apprentices are challenged consistently to make progress
- Significantly improve the published Performance Table outcomes for Academic/Applied General qualifications
- Accelerate the implementation of the English and maths strategy so that students taking GCSE maths make the same rate of progress as they do in English
- Sixth Form to move from a Grade 4 to Grade 2 by September 2019
- Reduce the achievement rate gaps for those learners classed as disadvantaged
- Apprenticeship provision to significantly improve in Engineering and Travel, Food and Drink

Board members went on to discuss student attendance as an area for further development. The VP Curriculum advised that every department had set its own attendance target for 2018-19 based on the previous year's attendance rate, with some departments seeing a significant shift in attendance as a result. The Director of Student Recruitment & Marketing was also working with the Director of Student Life on college wide attendance incentives.

A discussion followed regarding ways in which board members could be further engaged with the self assessment and subsequent validation process in 2018-19 and it was agreed that a half day be allocated for this purpose in October 2019. In advance of that, board members would take part in learning walks and shadow students to assist with their triangulation of performance data.

RESOLVED:

To approve the 2017-18 self assessment report and the associated quality improvement plan themes.

12. 2017-18 Student Progression and Destinations

The VP Curriculum introduced a report on the destinations of Leeds City College learners who studied in 2017-18. It was noted that 86% of 16-19 ESFA funded learners had a positive destination with only 2.6% NEET (not in employment, education or training) and 11% not contactable. The board went on to consider the trends in the destinations data, including:

- More learners progressing to apprenticeships
- Fewer learners not in employment, education or training (NEET)
- A smaller proportion of learners progressed to higher education

It was reported that the level of internal progression to further education and higher education had increased slightly between 2016-17 and 2017-18 and the proportion of internal progression to apprenticeships and traineeships had increased significantly.

82.58% of adult education budget funded learners had a positive destination with only 4.2% NEET and 12.8% not contactable. Trends identified and discussed included:

- The proportion of learners progressing to apprenticeships had increased
- The proportion of learners continuing in further education had increased and particularly in part time learning
- The proportion of NEET learners had decreased in 2017-18

For these learners, internal progression to further education had increased between 2016-17 and 2017-18 and the proportion of internal progression to apprenticeships had increased significantly. With regard to the latter, board members noted that this still remained low at 51%.

The board was particularly pleased to note that 95% of the college's 14+ academy students leaving Key Stage 4 in 2017-18 had a positive destination with no learners NEET and the remaining 5% having unknown or other destinations.

92% of apprentices had a positive destination, with the vast majority (86%) progressing to employment.

The VP Curriculum undertook to present a follow up paper on sustained destinations at the June 2019 board meeting.

13. A Level Recovery Plan – Progress Update

The board discussed the progress made against the agreed A Level Recovery Plan and received an update from the governor led Task & Finish Group established to oversee its implementation. Members were satisfied with the progress made to date, reinforced by feedback received from the link governor's learning walk in this area.

14. HE Annual Review 2017-18

In considering the annual review prepared by the Dean of HE, board members asked questions on the following points:

- Analysis of students withdrawing in year; the Dean of HE advised that in all cases the withdrawals were the result of external factors outside of the college's control.
- Widening of the achievement gap between males and females and BAME students; it was reported that analysis of the achievement data had not identified any specific factors to explain these gaps.

A total of 6 complaints had been received in 2017-18 and the Dean of HE confirmed that those referred to the Office of the Independent Adjudicator were not HE related.

Arising from discussion, it was suggested that the SU President and the HE SU Officer present at a future board meeting.

(The Dean of HE left the meeting at this point)

15. Human Resources & Organisational Development – Term One Update and 2018 Gender Pay Gap Report

The Deputy CEO Services presented an overview of the people management activities and data for the period 1 August to 31 December 2018. Board members were particularly interested in the revised exit interview process implemented during term one and the Deputy CEO undertook to report on the resulting qualitative analysis in term two. In response to a query from board members, it was confirmed that staffing structures and restructures were agreed as part of the annual business planning process.

Board members noted the positive gender pay gap report for 2018.

16. Equality, Diversity and Inclusion (EDI) Annual Report 2017-18

The Deputy CEO Curriculum & Quality introduced the college's annual EDI report, the content of which was commended by the board. Members were particularly pleased to note the progress made against the college's equality objectives and the good progress made in eliminating gaps in achievement rates.

The Deputy CEO, Director of HR & OD and the link governor for EDI had recently attended training on unconscious bias and it was planned to roll this out to the senior leadership team and governors.

17. Financial Position and Forecasts 2018/19

The EBITDA position was reported to be £56k under budget at the end of period 5. In response to a question from the board, the Deputy CEO Services advised that the Adult Education Budget (AEB) shortfall was not a concern and would be rectified during the year. Apprenticeship income and HE income was also slightly behind target; the Deputy CEO Services advised that this would be reviewed with relevant managers over the next month. A discussion followed around the need to improve the profiling of apprenticeship starts and income; the VP Curriculum confirmed that this is currently being addressed with relevant staff. The board went on to discuss the lagged funding system and its impact on cash flow.

(The Deputy CEO Services left the meeting at this point)

INFORMATION PAPERS

The board also received the following papers for information:

- Update on Apprenticeship Contract with Leeds Teaching Hospitals
- Subcontractor Monitoring Report
- In-Year Student Retention, Attendance and Progress
- In-Year English and Maths Progress
- Teaching, Learning and Assessment Update
- Student Induction Survey
- Statutory Updates (Safeguarding/Prevent, Health and Safety, SEND, EDI)

In considering the in-year student retention, attendance and progress report, board members queried the apprenticeship provision BRAG rated as red, indicating slow or little progress. The VP Curriculum advised that these areas were subject to close scrutiny via dedicated task and finish groups.

There were no other questions/concerns arising from these information papers.

The meeting closed at 8pm

Signed: (Chair)

Date: