

LUMINATE EDUCATION GROUP

MINUTES OF THE MEETING OF THE LEEDS CITY COLLEGE BOARD HELD ON MONDAY 16 SEPTEMBER 2019

Present

Aqil Aziz	SU President
Colin Booth	CEO & Principal
Andrew Chang	Co-optee
Mark Garratt	Co-optee
Inder Hunjan	Governor
Ken Morton (Chair)	Governor
Stella Owen	Co-optee
Jonathan Pryor	Co-optee

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

In Attendance

Lydia Devenny	Deputy CEO Services
Melanie Halstead	Clerk to the Board
Bill Jones	Deputy CEO Curriculum & Quality
Trudy Morris (HR & OD section)	Director of HR & OD
Gemma Simmons-Blench	Executive Director Curriculum & Quality
Ann-Marie Spry (AEB item only)	Director of Curriculum – Adult, Community & ESOL
Tina Turnbull	Observer

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

ADULT EDUCATION

Prior to the commencement of the formal meeting, board members received a detailed presentation and discussed the college's adult education provision including funding and numbers, demographic data, deprivation data, devolution of the adult education budget and current challenges facing the college in relation to adult education. The discussion focused on the key drivers for the provision, those being the HM Government Industrial Strategy, Leeds Inclusive Growth Strategy and the Leeds City Region Strategic Economic Plan. Board members broadly welcomed the approach to managing the competing demands on the adult education budget that seeks to balance the need to meet regional skills priorities with widening participation and first steps learning.

MEETING ADMINISTRATION

Welcome, Introductions and Apologies for Absence

Aqil Aziz, Andrew Chang and Inder Hunjan were welcomed as new members of the board and introductions were made. Apologies for absence were received from Janet Faulkner (Dean of Higher Education).

Determination of Observers/Attendees at the Meeting

The board agreed attendees/observers at the meeting as per the above attendance list.

Declaration of Interests in any Agenda Items

Board members were reminded of the requirement to declare their interest in any agenda items. Standing declarations were noted.

Minutes of the Meeting of the Board held on Monday 24 June 2019 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 appeared separately on the agenda for this meeting or were scheduled for a future meeting.

RESOLVED:

That the minutes of the meeting of the board held on Monday 24 June 2019 be approved as an accurate record and that these be signed by the Chair.

Communications

Board members were informed of the following appointments to senior posts within Leeds City College:

- Principal of Leeds 6th Form – Rachael Booth
- Director of Inclusive Provision/SEND – Louise Turner
- Director of Apprenticeships – Lee Pryor

Other communications included feedback from the Chair and CEO's recent meetings with colleagues from Children's Services and colleagues from the Leeds Learning Alliance (LLA). Quarterly meetings were now scheduled with Children's Services to discuss citywide issues and a presentation was being prepared for the group board to consider the group's possible membership of the LLA, contributing to the city's agenda around inclusion. Feedback was also provided on the Secretary of State's recent visit to the college.

HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT

In advance of the meeting board members had received the HR and OD Annual Report for 2018-19, a summary of the results of the 2019 staff survey and IIP annual review, and a draft People Strategy for Leeds City College. The Director of HR & OD presented at the meeting, highlighting the key points and themes emerging from each of these reports. In particular the board discussed:

- The need for retention of staff to be an area of focus as 36% of staff leaving the college do so within their first year of service.
- Recruitment practices to be reviewed in light of the high vacancy rate reported and the associated cost of such; the Director of HR & OD advised that the use of exit questionnaires would help to inform this work.
- Improving the college's use of data and providing more meaningful data for the board were identified as areas for continuing improvement.
- It was suggested and agreed that a small group of board members meet with the staff Wellbeing Champions during 2019-20.
- A correlation, in some areas, between student achievement and staff turnover.
- The ethnic profile of staff compared to the profile of students - it was noted that whilst the college's staffing profile is representative of the Leeds population, it is not currently representative of the diverse student body. In response to a question from the board, the Director of HR & OD advised that the college does not currently analyse the conversion rate of staff from application to employment but would do so going forward.

- From the staff survey results board members were pleased to note year on year improvements around staff engagement, this being an area identified for improvement in previous years.

The board went on to consider the draft People Strategy for the period 2019-22 and a draft implementation plan. The strategy was approved subject to:

- Further development of the implementation plan identifying, over the plan's 3 years, intended actions;
- Inclusion of relevant performance indicators and success measures; and
- The wording of Aim 5 being changed from *"Be a good place to work"* to *"Be a great place to work"*.

The implementation plan was noted as a work in progress, with the Director of HR & OD undertaking to add the details requested by the board.

RESOLVED:

To approve the Leeds City College People Strategy 2019-22 subject to the changes and additions requested by the board.

PERFORMANCE MONITORING AND SCRUTINY

Review of Strategic Risk Register

The Leeds City College risk register had been rewritten in the new format for all risk registers within the Luminare Education Group, using the 4risk software. A number of risks had been removed from the register and the board satisfied itself that those risks were no longer relevant or evidence of improvement or mitigation had been received. New risks added to the register for 2019-20 related to:

- EU nationals returning to their country of origin due to Brexit (particularly 'No Deal') and lack of engagement with the Settled Status scheme leading to loss of staff and students; and
- Inconsistency in outcomes between campuses leading to reputational issues for certain priority curriculum areas (particularly in Inclusive Growth Strategy priority subject sectors).

Board members were satisfied that appropriate actions had been identified to reduce the probability or impact of these risks. There were no particular risks that members wished to bring to the attention of the group board.

Members asked that information on risks relating to sub-contracting (including quality monitoring) be presented for discussion at a future meeting.

RESOLVED:

To approve the risk register as at September 2019.

Strategic Priorities and Targets 2019-20

The board reviewed the progress made against the college's existing strategic priorities and agreed the proposed targets for 2019-20, for inclusion in the group strategic and operational development plan. In discussing the quality targets, the board suggested that an additional target be added around the profiling of student recruitment (the profile of learners by level), as articulated in the college's strategy document. It was confirmed that the financial targets were consistent with the budget agreed by the board in June 2019.

Results and Achievement Rates 2018-19

The college's achievement rates for education and training programmes were expected to continue to improve, with an achievement rate of between 86-88% predicted for 2018-19. This would represent a small increase on the previous year and be between 2-4% points above National Achievement Rate Table (NART).

A levels and GCSE 'other' provision were areas for focus in 2018-19 and the board was pleased to note that both of these areas had improved significantly, with each now being above the national rate. With regard to A levels, staff were confident of securing further improvement in 2019-20.

The predicted overall achievement rate for apprenticeship provision in 2018-19 was between 72-74%, approximately in line with the previous year and 3-5% points above the national rate. However, timely achievement was expected to fall significantly from 69% in 2017-18 to between 57-59% in 2018-19. In response to questions from the board, it was reported that this was because of the college's apprenticeship contract with Leeds Teaching Hospitals.

Student Recruitment 2019-20

The board noted a positive position in relation to recruitment of 16-18 year old students, with many curriculum areas having already or expecting to exceed target. Digital and IT was identified as an area of concern and the board therefore requested a deep dive at its next meeting. Adult recruitment would continue throughout the year and the board requested an update on HE student recruitment at its next meeting.

Higher Education Performance Report

An overall success rate of 84% was reported for 2018-19 (the target being 83%). The college's National Student Survey (NSS) results were positive overall, but lower than average rates in two courses resulted in a 2% decrease in overall satisfaction. The college's Teaching Excellence Framework (TEF) award remained Bronze due to the continuation rates and, in response to a question from board members, it was reported that these rates were historical with Year 1 full time continuation based on 2013-14; internal data showed a continued improvement in continuation with 2017-18 being at 81.6%, just 2.1% below the Year 3 TEF benchmark. It was confirmed that the college's Access and Participation Plan for the period 2020-25 had been submitted to the Office for Students (OfS) for approval with a decision expected shortly.

Employer Survey Results 2018-19

The Executive Director (Curriculum & Quality) presented the results from the Department for Education's FE Choices employer satisfaction survey. The results showed a 7% decrease in the number of employers likely to recommend Leeds City College and therefore the Business Engagement Group would be working with employers to establish how the college's service could be improved. The survey results would also be used as evidence in departmental self assessment reports and improvement actions recorded and monitored through the Quality Improvement Plan.

Arising from discussion, board members suggested that building relationships and dialogue with individual employers might provide a better reflection.

Financial Position and Forecasts 2018-19

The Deputy CEO Services introduced a paper outlining the college's draft forecasted financial position for the year ending 31 July 2019. The board was pleased to note that the EBITDA position at the end of period 12 represented a positive performance against budget, being the net result of a positive variance against budgeted income and a positive variance against budgeted expenditure. Board members queried non-pay costs which were showing as £959k over budget

however significantly under the period 9 forecasted position; the Deputy CEO Services advised that this variance was being scrutinised as part of period 12 performance review meetings.

Apprenticeship Contract with Leeds Teaching Hospitals

The board received an update on the apprenticeship delivery contract with Leeds Teaching Hospitals NHS Foundation Trust. Members noted the positive progress to date and next steps which included new cohorts currently being recruited and continuing work to review the Level 2 Clinical Health funding band.

Annual Review of Board Effectiveness, Terms of Reference and Reporting Schedule

Having completed a self-assessment checklist to inform the board's annual effectiveness review, members were generally satisfied that the processes and procedures surrounding their work were in place and operating satisfactorily. The chair planned to meet with each board member individually before the next board meeting to discuss and agree link roles focusing on the college's strategic priorities and key risk areas. Having reviewed the board's terms of reference, no changes were proposed for 2019-20. The board's annual reporting schedule for 2019-20 was also reviewed and agreed.

The meeting closed at 8pm

Signed: (Chair)

Date: