

## LUMINATE EDUCATION GROUP

### MINUTES OF THE MEETING OF THE LEEDS CITY COLLEGE BOARD HELD ON MONDAY 18 NOVEMBER 2019

#### Present

Colin Booth	Group CEO
Andrew Chang	Co-optee
Inder Hunjan	Governor
Ken Morton (Chair)	Governor

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

#### In Attendance

Lydia Devenny	Deputy CEO Services
Janet Faulkner	Dean of Higher Education
Melanie Halstead	Director of Governance
Bill Jones	Deputy CEO and Principal
Richard Lewis (item 10 only)	Director of Student Recruitment and Marketing
Jeanne Rogers	Director of Teaching, Learning and Assessment
Adam Sangster (item 10 only)	Marketing Insight Manager
Gemma Simmons-Blench	Executive Principal Curriculum and Quality
Nena Skrbic	Educational Research and Development Manager
Jacqueline Vaughan	Head of Teacher Training, Learning and Development

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

#### INITIAL TEACHER TRAINING

Prior to the commencement of the formal meeting, board members received a detailed presentation and discussed the vision for Initial Teacher Training (ITT) at Leeds City College and across the wider group. Board members were particularly interested in the planned QTS (Qualified Teacher Status) accreditation with an initial bid to be submitted to the DfE by 19 December 2019. The way in which the bid would link up FE, secondary and primary education was discussed, the ambition being to have all age phases within the group, supporting the communities served and the disadvantaged. It was noted that an implementation plan had been developed and consultation was underway with key stakeholders. It was agreed that board members would be provided with a link to the consultation document. The team were optimistic that approval of the full bid before summer 2020 was achievable.

(Jacqueline Vaughan, Jeanne Rogers and Nena Skrbic left the meeting at this point.)

#### MEETING ADMINISTRATION

##### 1. Apologies for Absence

Apologies for absence were received from Aqil Aziz (SU President), Mark Garratt (Co-optee), Stella Owen (Co-optee) and Councillor Jonathan Pryor (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. Standing declarations were noted.

### 4. Minutes of the Meeting of the Board held on 16 September 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. The Deputy CEO Services undertook to provide an update on progress against the agreed People Strategy as part of the next Human Resources and Organisational Development board paper.

RESOLVED:

That the minutes of the meeting of the board held on 16 September 2019 be approved as an accurate record and that these be signed by the Chair.

### 5. Communications

Board members were alerted to some issues at The Foundry and The Vine which the Chair had also been briefed on – corrective action had been taken and the Deputy CEO and Principal undertook to report on progress at the next meeting. The Deputy CEO and Principal also provided feedback from his recent meeting with the Director of Children’s Services.

Following meetings between the Chair and individual board members, the following link governor arrangements had been agreed:

<u>Strategic Priority / Key Risk Area</u>	<u>Link Governor</u>
Social Mobility	Ken Morton
Teaching, Learning and Assessment	Stella Owen
Engineering	Andrew Chang
Finance	Andrew Chang

At a group level, Inder Hunjan would continue as link governor for Equality, Diversity and Inclusion (EDI) and Ken Morton for Special Educational Needs and Disabilities (SEND).

## STRATEGY AND POLICY

### 6. Leeds Learning Alliance

The board considered the college’s proposed membership of the Leeds Learning Alliance (LLA), a trust formed by a group of Leeds-based education organisations who share a commitment to inclusion, close collaboration and high level ambition. Having discussed the purpose, vision and core values of LLA and the potential benefits and costs of membership, the proposal was unanimously supported by board members.

RESOLVED:

To agree that Leeds City College joins the Leeds Learning Alliance.

### 7. Leeds City College Strategy

It was proposed that a revised strategy for the period 2020-22 be produced during the spring term of 2020 and the board went on discuss the engagement of internal and external stakeholders in this process. The Deputy CEO and Principal reported on a range of consultation events that were planned, the outcomes of which would be presented at the

board away day in January 2020. The Deputy CEO and Principal confirmed that consultation with trade unions would also be arranged.

## **PERFORMANCE MONITORING AND SCRUTINY**

### **8. Risk Management**

In order to inform its annual opinion on the adequacy and effectiveness of risk management, the Group Audit Committee had asked that each group member board consider its own risk management annual report, reviewing the effectiveness of risk management throughout the year. The board therefore considered its annual report for 2018/19 and was satisfied that risk management had been effective, with good progress made in reducing the level of risk to moderate (amber) for the majority of risks identified during the year.

The board also reviewed the college's updated risk register as at November 2019. Members focused their discussion on the two significant (red) risks relating to low student attendance and the college being unable to realise all of its accommodation requirements for 2019/20 and beyond, resulting in student recruitment being curtailed. The Deputy CEO and Principal was tasked with producing a paper for a future meeting to enable the board to discuss broad principles around decision making relating to growth (scenario planning) including how choices would be made if growth had to be restricted.

In considering a risk relating to inconsistency in outcomes between campuses and associated reputational issues for certain priority curriculum areas, members asked about accountabilities at campus level – members were assured that curriculum accountabilities were held at a departmental level.

The board approved the current iteration of the risk register and was generally satisfied that appropriate actions had been identified to reduce the probability or impact of the risks identified.

#### **RESOLVED:**

To approve the Leeds City College risk register as at November 2019.

### **9. Higher Education (HE) Update**

In terms of provisional performance data for 2018/19, a 3% point improvement in achievement at Level 4 was reported. The Dean of HE advised that this would impact positively on continuation rates for the Teaching Excellence Framework (TEF), which continued to improve and was now within 1.1% of the TEF benchmark. Board members asked that future reports provide numbers as well as percentages which the Dean of HE undertook to provide.

In response to a question from the board, the Dean of HE confirmed that the college was aiming to achieve a TEF Silver award in 2021.

A slight reduction in retention was felt to be due to an improved withdrawal process and a higher number of withdrawals at Level 5. With regard to the latter, members noted that the withdrawals were spread across a number of programmes so not concentrated in any particular curriculum area and the majority of students who withdrew did so for personal reasons rather than course related issues. Improvement actions had been agreed with curriculum areas and the board undertook to continue to monitor the position.

The college's Access and Participation Plan for the period 2020-25 had been approved by the Office for Students (OfS) and the commitments made in the plan would therefore be monitored

by the board and reported to the OfS. The first such report was due to be submitted to the OfS in January 2022, and would need to demonstrate the impact of the plan.

The board also discussed the recent guidance published by the OfS in relation to reportable events and agreed that the recent FE Commissioner strategic visit and the delayed sale of Horsforth be reported in line with that guidance. It was agreed that OfS communications and reportable events should form a standard agenda item for future board meetings.

(Janet Faulkner left the meeting at this point.)

## 10. Perception Survey

A summary of the outcomes of recent perceptions research was shared with board members, the aim being to understand how the college is viewed by potential students, parents and local businesses. Overall, perceptions of Leeds City College were greatly improved when compared to the 2016 survey, however, the college's reputation with businesses and employers required improvement and in particular the 'customer service' of apprenticeships and support for learners. The Director of Student Recruitment and Marketing confirmed that the latter was being addressed in the current year and was optimistic that a repeat of the perception survey in twelve months would see a positive change.

## 11. 2018/19 Self Assessment

Board members had validated the college's 2018/19 self assessment report (SAR) at the beginning of November 2019. As part of the validation process board members had provided challenge and support, following which the formal grades had been agreed:

Overall Effectiveness:	Grade 2
Leadership and Management:	Grade 2
TLA:	Grade 2
PDBW:	Grade 1
Outcomes for Learners:	Grade 2
Study Programme Provision:	Grade 2
Adult Provision:	Grade 2
Apprenticeships:	Grade 3
High Needs:	Grade 2
14-16 Provision:	Grade 1

Based on the self assessment report and grades awarded, the following quality improvement themes were agreed for 2019/20:

- Improve overall college attendance to over 90%.
- Improve the quality of TLA so that it is (at least) consistently good in all departments and provision types.
- Improve to at least GFE national averages the progress score for those learners starting GCSE maths with a grade 3.
- Improve to at least national average the timely achievement rate for learners on an apprenticeship programme.
- Improve to at least national average or Quartile A the feedback received from all stakeholders.
- Improve the alignment of the adult curriculum to LEP/delivery agreement priorities.

RESOLVED:

To approve the 2018/19 self assessment report, the grades awarded and the quality improvement themes for 2019/20.

## **12. Student Recruitment 2019/20**

The board noted a positive position in relation to recruitment of 16-18 year old study programme students, with many curriculum areas having met or exceeded target. Areas that had under-recruited included Leeds Sixth Form (although recruiting more students than the previous year), Digital & IT and Business – Digital had been identified for a particular focus this year to reverse the trend for September 2020 recruitment. Higher Education provision had also continued to grow, with 1,473 students against a target of 1,308 reported. The target for apprentices was also expected to be achieved.

## **13. In-Year Student Retention and Progress**

Student retention was reported to be 98.4% overall, that being 1.2% points below the same point last year. Board members noted that this was due to a reduction in A level retention which was 75.2% compared with 100% at the same point last year. Board members also sought and received assurance that the reduction was not indicative of a decline in quality but a reflection of how and when learners are 'counted' as retained.

The Executive Principal Curriculum and Quality advised that attendance data was not currently available for presentation to the board due to timetabling issues linked to the significant growth in student numbers. Board members discussed the risk that this presented in terms of timely intervention where needed and agreed to carry out a detailed review of attendance and punctuality at its next meeting in January. In the meantime, members sought and received assurance that adequate resource had been allocated to address the timetabling issues highlighted.

## **14. Financial Position and Forecasts 2018/19**

The EBITDA position at the end of period 2 represented a negative performance against budget, being the net result of shortfall income and an underspend against budgeted expenditure. The Deputy CEO Services undertook to present an updated forecast, reflecting the period 3 performance reviews, to the board in January. The 2019/20 EBITDA target of 7.05% was still considered achievable.

## **15. Annual Assurance Reports 2018/19**

The board received a series of annual reports designed to provide assurance as to how the college was complying with its statutory duties in the following areas:

- Safeguarding and Prevent
- Health and Safety

Board members welcomed the comprehensive nature of these reports and suggested that in future years such papers be made available in advance of the SAR validation as they provided helpful context and evidence.

In response to a query, the Deputy CEO and Principal confirmed that analysis of reported safeguarding concerns by ethnicity, age and campus of study to identify differences between BAME groups was underway. In response to a further question, he confirmed that the safeguarding strategy group was well attended by representatives from all parts of the group. Having considered the report presented to it, members asked that the Director of Student Life be invited to present to the board on mental health and wellbeing initiatives.

Board members were pleased to note that there had been no RIDDOR reportable incidents at Leeds City College during 2018/19. Members queried whether LOLER (Lifting Operations and Lifting Equipment Regulations) inspections were carried out and the Deputy CEO Services undertook to check and report back. The circulated report on health and safety referred to non-compliant fire doors and board members questioned the timescale for making these

compliant. The Deputy CEO Services advised that a procurement process for this work was underway and undertook to check and confirm the timescale.

## 16. Engineering Provision

Board members received, for information, an update on the impact and actions arising from the stakeholder engagement session held in June 2019.

The meeting closed at 7.15pm

Signed: ..... (Chair)

Date: .....