

LUMINATE EDUCATION GROUP

MINUTES OF THE MEETING OF THE LEEDS CITY COLLEGE BOARD HELD ON MONDAY 24 JUNE 2019

Present

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

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

In Attendance

Lydia Devenny	Deputy CEO Services
Janet Faulkner (item 6 only)	Dean of Higher Education
Melanie Halstead	Clerk to the Board
Bill Jones	Deputy CEO Curriculum & Quality
Jenny Miccoli (item 7 only)	Director of Innovation
Gemma Simmons-Blench	Executive Director Curriculum & Quality

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 Stella Owen and Jonathan Pryor (co-optees).

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 agenda item 8 (subcontracting) in her capacity as Chief Executive of People Matters (Leeds) CIC, People Matters being a subcontractor of the college; it was agreed that Tina would withdraw from the meeting for this item of business, with Ken Morton taking the chair.

4. Minutes of the Meeting of the Board held on Monday 18 March 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 reported that employer survey results would be presented to the board early in the 2019/20 academic year and parent surveys would be introduced in 2019/20. All other identified items were ongoing or appeared separately on the agenda for this meeting.

RESOLVED:

That the minutes of the meeting of the board held on Monday 18 March 2019 be approved as an accurate record and that these be signed by the Chair.

5. Communications

Prior to the formal meeting, board members and college management had taken part in a strategic discussion session with key stakeholders around engineering provision; the board requested a follow up paper in the autumn term on the impact and actions arising from this session.

Board members were informed of the recruitment and selection process for the following posts within Leeds City College:

- Principal – Leeds 6th Form
- Director of Inclusive Provision/SEND
- Director of Apprenticeships

It was noted that the SEND link governor would join the interview panel for the Director of Inclusive Provision/SEND and other board members were invited to take part in the selection process for the other two posts.

The Chair provided feedback from her recent visit to the Printworks Campus to spend time with Hospitality and Tourism students.

STRATEGY AND POLICY

6. HE Access and Participation Plan

The Office for Students (OfS) requires all providers of higher education to submit a five-year Access and Participation Plan, the aim of which is to close the gaps in access, success and progression for underrepresented groups. In considering the college's draft plan, board members were particularly interested in the targets set for Leeds City College, noting that these were based on a comprehensive data analysis. With regard to access, the target was to maintain current recruitment levels, the college already being very strong on widening participation and recruiting strongly in all underrepresented groups. The plan identified gaps in student continuation, particularly in relation to black males and disabled students. With regard to attainment, the Dean of HE advised that the OfS only measure attainment in respect of full degree classification and only classes 1st class or 2:1 as attaining. Board members spent some time discussing this point in relation to Leeds City College (LCC) as, for many LCC students, achieving a 2:2 or 3rd class honours degree is a huge achievement; it was agreed that the college would therefore look at how it can measure and evidence learning gain and the support provided to all students.

The board approved the Access and Participation Plan for submission to the OfS and discussed how it wished to monitor progress against the aims, objectives and targets set out in the plan; it was agreed that this would form a discrete section in each of the HE performance reports presented to the board throughout the year.

It was suggested that the potential risk of the OfS not approving the college's plan be added to the risk register as this would result in the college not being able to charge above the basic fee and/or impact on its OfS registration. The potential financial impact of this was noted to be c£1m.

RESOLVED:

To approve the Leeds City College Access and Participation Plan for submission to the OfS.

7. Review of Progress against 2018/19 Strategic Priorities and Targets

The board reviewed the progress made against the college's six strategic priorities and received a presentation on the initiatives to reduce carbon emissions, air pollution and increase sustainable development (the I'm In GREEN initiative). Board members were pleased with the progress made against each of the priorities and the Deputy CEO Curriculum & Quality was tasked with producing an annual (external facing) report to communicate the college's success stories.

8. Subcontracting

The Deputy CEO Services presented a paper on the performance of each of the college's subcontractors during 2018/19 and the proposed delivery partnerships and maximum contract values for 2019/20 were presented for board consideration. As it was not currently proposed to re-contract with People Matters in 2019/20, board members questioned how this group of learners would be accommodated. The Executive Director Curriculum & Quality advised that the college could deliver the learning, leading to a positive destination, hence the need to consider how best to utilise the adult education budget. The board emphasised the need to be mindful of the impact on learners and asked that this be carefully monitored. With this caveat, board members were satisfied with the proposed delivery partnerships and maximum contract values for 2019/20.

The Deputy CEO Services also presented the college's revised supply chain fees and charges policy for 2019/20. The only change from the 2018/19 policy was to emphasise that subcontractors should anticipate the potential costs of reasonable adjustments provided under the Equality Act 2010 when planning their course delivery and include these costs within their overall maximum contract value. It was noted that the aim of this change was to mitigate the risk to the college of unplanned expenditure addressing additional learning needs. Board members were satisfied with the suggested changes.

RESOLVED:

To recommend the proposed delivery partnerships and maximum contract values for 2019/20 and the college's supply chain fees and charges policy for 2019/20 to the group board for approval.

PERFORMANCE MONITORING AND SCRUTINY

9. Review of Strategic Risk Register

The board reviewed the college's updated risk register as at June 2019 and discussed a new red risk relating to the complicated process of accommodation moves and plans for the start of the new academic year in September and in particular the risk to quality and reputation of potential delays to courses starting; having discussed this, members were satisfied that there was a proactive approach to contingencies to minimise any disruption.

Board members considered the mitigation of a risk relating to the attraction and retention of high calibre staff. In particular, board members sought further information on the creation of a new Teacher Education Department and asked that a presentation on Teacher Education and CPD (including options for the future) be provided to the board early in the new academic year.

A discussion followed around the evidencing of risk mitigation actions identified on the risk register and board members were advised of the rigorous monitoring carried out as part of the performance review process. In addition, the whole risk management process would be strengthened with the introduction of the new 4Risk system in 2019/20.

Also, refer to the risk identified above in relation to the college's Access and Participation Plan.

10. Finance

Financial Position and Forecasts 2018/19

The EBITDA position at the end of period 10 represented a positive performance against budget with continuing strong in-year performance.

Proposed Operating Budget 2019/20

Having considered an early draft at its previous meeting, the board approved the Leeds City College operating budget for 2019/20. This had been updated following completion of the business planning process. Board members were particularly interested in the budgeted income for 2019/20, this being £70.5m compared to the £64m forecast for 2018/19.

Members received assurance that individual budgets had been carefully scrutinised, with a strong focus on the planned growth in 16-18 year old student numbers. The 2019/20 budget provided for EBITDA of 7.6%, this being below the group's objective of at least 8%; the Deputy CEO Services advised that this was because of the rapid growth in student numbers not being reflected in the budgeted income for 2019/20 due to the lagged funding model. Board members noted that this would put additional stress on cash flow in 2019/20 whilst acknowledging that to protect cash flow would necessitate turning students away.

Board members had previously requested additional information on the staffing profile, an analysis of where employees are living and, from an employer perspective, the number of new jobs created by category. The Deputy CEO Services undertook to progress this following implementation of the new HR system.

RESOLVED:

That the Leeds City College Operating Budget 2019/20 be agreed and recommended to the group board for approval.

11. Predicted Achievement Rates 2018/19

The college's achievement rates for education and training programmes were predicted to continue to improve, with an achievement rate of 88.6% predicted for 2018/19. This represents a further 2% point increase on the previous year and 2.9% points above the national rate. The board reviewed a breakdown of the predicted achievement rate by provision type and level, enabling a comparison over time and by level against the national rate. Achievement rates for both 16-18 and 19+ learners were predicted to be in the top quartile for GFE colleges.

The predicted overall achievement rate for apprenticeship provision in 2018/19 was reported to be 74.6%; a 1.3% point improvement on the previous year and 5% points above the national rate. If achieved, this prediction would place Leeds City College in quartile 2 when compared with other GFE colleges (a rate of 75.4% being required to move into quartile 1).

12. Stakeholder Satisfaction – Student Survey Results

The results from student surveys conducted during the final term of 2018/19 were presented and the board noted that results remained broadly in line with the previous year. However, the response rate had dropped from 68% to 54%, thought to be attributable to "survey fatigue". In response to a question from board members, it was confirmed that action plans resulting from the surveys would be reviewed as part of the period 12 performance reviews.

Board members went on to discuss the culture of staff in relation to survey results and how the performance review process was helping to drive the desired culture.

INFORMATION PAPERS

The board received a series of papers for information:

- College Data Dashboard
- Monitoring of Quality Improvement Plan (QIP)
- Student Sustained Destinations Data
- Term Two Monitoring Reports (HR & OD, Safeguarding & Wellbeing, H&S, EDI, SEND)

In considering progress against the QIP, members questioned whether even more focus was needed on student attendance, this being 82% against the college target of 90%. The Executive Director Curriculum & Quality advised that a strong correlation between attendance and student outcomes would suggest that further focus and intervention was necessary but this was not currently expected to be the case; however, attendance would remain a priority for 2019/20, with the impact of attendance on the quality of education being the main focus.

In reviewing the sustained destinations of key stage 5 students, board members queried the variations in the benchmarking data presented. Arising from this discussion, apprenticeships and progression into higher education were highlighted as particular areas for focus going forward, whilst acknowledging that the latter was partly attributable to the college's blend of curriculum.

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

THANKS

As this would be their final meeting as staff and student members respectively, thanks and best wishes were conveyed to Danielle Choma and Salman Daji.

The meeting closed at 7.45pm

Signed: (Chair)

Date: