**LUMINATE EDUCATION GROUP**

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| **MINUTES OF THE MEETING OF THE**  **LEEDS CITY COLLEGE BOARD**  **HELD ON MONDAY 20 MARCH 2023** |

**Present**

Colin Booth Group CEO

Amy Hunter Co-optee

Billiejean Goodyer (left after item 7) Student Member

Christopher Lang (left after item 8) Staff Member

Ken Morton Governor and Chair

Andrew Roach Co-optee

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

**In Attendance**

Karen Johnson Deputy Director Enterprise & Engagement

Bill Jones Deputy CEO & Exec Principal of LCC

Michelle Ritchie Governance Manager

Gemma Simmons-Blench Deputy CEO Curriculum and Quality

The meeting took place at Park Lane Campus. The meeting started at 5.30pm.

**MEETING ADMINISTRATION**

**1. Welcome and Apologies for Absence**

Apologies for absence were received from Julie Hyde, Abigail Katung, Kate Lodge and Stuart Jolley.

**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 Agenda Items**

Board members were reminded of the requirement to declare their interest in any agenda items; there were none.

**4.**  **Minutes of the Meeting held on 30 January 2023 and Rolling List of Actions and Matters Arising**

The board considered the draft minutes of its meeting held on 30 January 2023, and the rolling list of actions/matters arising from previous meetings. It was noted that the follow-up visit to Leeds Sixth Form had taken place earlier in the day and therefore this action was closed.

RESOLVED:

That the minutes of the meeting of the board held on 30 January 2023 be approved as an accurate record and signed by the Chair.

**5. Communications**

1. Chair’s and Principal’s Updates

The Chair and Principal’s update was reported within agenda item 6a

1. Feedback from Link Governors

Since the last meeting the following link governor visits/ meetings had taken place; SEND, Safeguarding, Leeds Sixth Form, Mabgate campus and Printworks campus. All link governor feedback forms would be made available on the governance portal (VBR). The Chair thanked participating board members and reiterated the value of the link governor role. An expression of interest was received for Link Governor Quarry Hill (Healthcare Provision).

1. Feedback from Group Board

The World Café took place on Friday 3 February 2023 and all Luminate Education Group (LEG) boards and committees were represented. The event enabled all parts of the group to provide strategic input to the refreshed Luminate Education Group Strategy. The Chair reported that all group member contributions were aligned. A final draft of the LEG Strategy would come back to the LCC Board for consultation in June.

The Chair reported that a Strategic Seminar held on Friday 3 March and Saturday 4 March had resulted in group board agreement on the LEG strategic priority themes for 2023/24.

1. Update from Students’ Union (SU) President

Th SU President tabled a report which was shared with members post meeting via

VBR. The report confirmed Qasim Hussain as the incoming SU President and

provided a progress update on SU trips, prayer rooms and warm spaces. It also

included a summary of events from the NUS National Conference 2023.

1. Andy’s Man Club: Fundraising Update

The staff member confirmed that despite snow conditions the rowing element of the fundraising event went ahead as planned. The challenge took nine hours and £2,443 had been raised. The accompanying student led litter pick and sponsored run was postponed until 21 April 2023.

**PART 2 - STRATEGY AND POLICY**

**6. Principal’s Report**

1. College Update

Board members received a brief overview of key developments at Leeds City College since the January LCC Board meeting. The Deputy CEO and Executive Principal drew the board’s attention to a ‘Mind the Skills Gap’ event (Lobbying Westminster with Principals from around the country) and National Apprenticeship Week (LCC launched x50 digital apprenticeships, in partnership with Redcentric and Leeds Rhinos, available to retiring athletes).

Members were informed of a knife crime incident that one or two LCC students had been involved with outside of one of the college’s smaller campuses. . Fortunately, there had been no serious injuries and board members were reassured that incident planning procedures would be reviewed at all campuses over forthcoming weeks and that the security presence would be reviewed at LCC main campuses. The Chair had met with the Deputy Director of Student Life: Safeguarding, Behaviour and Wellbeing earlier in the day to discuss the incident and related investigation. Counselling had been offered to staff and students.

Board members encouraged the college to educate its students and staff on knife crime. The Deputy Director Enterprise & Engagement spoke about how this related to the PSHE side of curriculum delivery. The college was planning more training for staff on a bespoke campus by campus basis, including new ‘lockdown’ training.

1. Progress against Strategic Priorities

Board members noted positive progress against the current 2022/23 LCC strategic priorities. At January’s meeting board members received the Curriculum Review Pilot: Digital Sector Summary Report and at this meeting they were provided with the Healthcare Sector Summary Report.

**7. Leeds City College Strategy 2023-26**

This item was taken at the beginning of the meeting, before item 5, to enable as many board members as possible to contribute.

* Consider how all curriculum departments are represented so that the whole college community can see themselves represented (shorter version)
* Consider reducing the Vision statement to a shorter and more memorable sentence.
* Replace ‘Passionate’ value with ‘Kind’
* Add more about SEND to the full document.

Board members agreed to approve the Leeds City College Strategy (subject to the minor amends discussed) and looked forward to receiving a final printed version. A shorter version would be circulated to board members in due course.

In response to a question on roll out and staff engagement the Deputy CEO and Executive Principal stated that the new strategy provided an opportunity for ELT to engage with staff in a variety of local conversations.

RESOLVED:

To approve the Leeds City College Strategy 2023-26.

**8. Distribution and Monitoring of Luminate Service Costs**

The Group CEO guided board members through the LCC Distribution and Monitoring of Luminate Service Costs report and explained that the new approach and rationale for separating out Luminate Service Costs was primarily to increase transparency on budgets. Board members sought further clarification on how the data would be used by Principals and curriculum departments. The Group CEO responded that the data would facilitate discussion on budgets and service improvements. The Deputy Director of Enterprise and Engagement concurred that seeing the fixed costs would open up a dialogue with colleagues and drive value for money.

It was noted that Luminate group was participating with four other large FE colleges in a Commissioners Office project to benchmark service department resources and costs. The Chair welcomed the research and invited outcomes into future related discussion.

**9. Corporate Social Responsibility (CSR) Annual Report**

Board members received a detailed report on LCC CSR activity during 2021/22. The Group Director of People, Development and Culture reported that post pandemic there had been an uplift in the number of CSR events. The focus was on increasing collaborative partnerships, sharing skills and best practice and supporting local initiatives both inter-departmentally and with external partners. A new internal volunteer programme/ strategy had launched.

CSR success criteria and tracking processes were being implemented and the impact of LCC CSR starting to emerge. Wilmot Dixon was referenced as an example whereby a contractor was engaging in college CSR activity and vice versa. RSM (internal auditors) were supporting college sports and disability events. Board members reflected that the Wilmot Dixon and RSM examples would be valuable case studies for all parties.

The Chair acknowledge that there was more to do in terms of demonstrating return on investment and encouraged further monitoring of CSR impact and the discerning approach cited to accepting new opportunities.

**PART 3 – PERFORMANCE MONITORING AND SCRUTINY**

**10. Deep Dive: School of Events, Enterprise & Employability**

The School of Events, Enterprise and Employability was based at Mabgate Campus and the Link Governor had recently visited the department confirming the location was a creative and spacious environment for learners and staff. However, infrastructure and rodent issues (in part due to ongoing building works) were an issue but they had been reported to Estates and were being addressed.

Over seven years student numbers on Level 1, 2, and 3 Enhancement Studies and Vocational Studies courses had grown to 330. Students often came not having achieved Level 1 or dropped out of another FE course, and the latter was reflected in the percentage split of September and late starts. The teaching approach was a project-based delivery model whereby students learned by doing. The Deputy Director of Enterprise & Engagement explained that from September 2023 LCC would be one of only six providers in the country offering the new Level 3 Community Mental Health & Wellbeing apprenticeships.

A strength of the department was positive progression (2021/22 = 92%) into FE, HE Employment, Apprenticeships or Traineeships. A NEET (Not in Employment or Education) Re Engagement 12-week programme had launched and included a range of subject taster sessions i.e. science, art, motor vehicle, sport and joinery. Business Engagement activity referenced John Lewis, NHS Hospital Charity Trust and Leeds Creative Skills Festival. The Re: courses, projects and links to CSR ‘team building’ events were discussed.

Members thanked the Deputy Director of Enterprise and Engagement for an insightful presentation.

**11. Special Measures Intervention Update**

The Deputy CEO Curriculum and Quality provided a verbal update on three curriculum departments in special measures and summarised their progress as follows:

* Business Department: Improvements in recruitment and progression had been observed. The self-assessment grade had moved from 4 to 3.
* Academic Studies: Retention and attendance figures had significantly improved and as such the department had moved from a self-assessment grade 4 to a 2/3. The outgoing Deputy Principal was thanked for their contribution to the department turnaround. Board members were informed that the recruitment process for the new Principal Leeds Sixth Form was underway.
* Digital Department: This was the most challenging area and impacted by staff absence and sickness. An intervention package for every student was planned. The self-assessment grade had moved from 4 to 3 /4.

Members welcomed the suggestion to invite representatives from these three departments to present at a future board meeting.

**12. Quality of Education Report**

1. In Year Data Report

Board members received a paper with in-year student data including apprenticeship performance and an overview of Quality Performance Review. It was noted that attendance remains a key focus for LCC and board members were assured that attendance was being closely monitored at all levels with interventions, incentives and parental contact in place. With regards quality, board members observed some green areas and were informed that many other of the actions would be expected to turn green in due course.

Partaking in a discussion about the strong apprenticeship performance, the Deputy Director of Enterprise and Engagement confirmed that continued scrutiny and monitoring is the success behind these results.

1. Curriculum Reform Implications

The Deputy CEO Curriculum and Quality provided a verbal briefing on planned DfE curriculum reforms. Overall, Luminate group recognised there were positives for learners within the reforms The reforms would impact 85% of LCC learners, specifically those on 16-18 programmes and adult courses. Our of scope were A levels, Access to HE, GCSEs, Apprenticeships and T levels. Three awarding bodies (NCFE, Pearson, City & Guilds) were scheduled to meet with LCC to explain how they intend to respond. Board members were advised that the DfE had deferred the reforms start date by one year to September 2024 and that this presented its own change management challenges with everything happening at once.

Board members had questions pertaining to the change management challenges and work placement opportunities. Additionally, questions were collated and addressed in advance of the meeting and the Governance Manager undertook to share these via

VBR. It was agreed that a paper would come back to the board when the reform detail was understood in its entirety.

**13. On Programme Student Survey Results and Actions**

Board members received the 2021/22 On Programme student survey results. A very high level of student satisfaction was reported by the Deputy CEO Curriculum and Quality. ‘*I know how to have my voice heard and get involved with the Student Union’* results were up 13 percentage points on 2021/22 but it was accepted that at 73% overall there was still work required. The satisfaction rates for SEND was lower in all areas when compared with not SEND learners – board members agreed this as an area of focus.

Board members enquired about any differentials between paper and electronic survey responses.

RESOLVED:

That the proposed actions listed in section 7 to address low satisfaction rates be progressed.

**14. Actual Destinations Survey Results and Actions**

The Deputy CEO Curriculum and Quality reported that collating these results was a huge undertaking and that the findings would be valuable for future curriculum planning. 11,500 learners were in scope of which 91% had a positive destination.

Board members discussed the NEET figures and sought clarification on how the apprenticeship data was presented and interpreted. Collecting internal progression data was straightforward and Leeds Sixth Form students were followed for one year after completion. It was noted that other cohorts were more difficult to track. In response to feedback, the Deputy CEO Curriculum and Quality confirmed plans were in motion to improve reporting.

RESOLVED:

That the proposed actions listed in section 8 of the circulated report be progressed.

**PART 4 – RISK MANAGEMENT AND FINANCE**

**15. Review of Strategic Risk Register 2022/23**

The Deputy CEO and Executive Principal confirmed that other than removing the Covid-19 risk there had been no significant changes to the strategic risk register since the January LCC Board meeting. Whilst the college was working hard to address recruitment issues, the ‘*Failure to recruit’ risk* was expected to remain red for some time. Similarly, the ‘*Reputational damage’* risk had not diminished.

Board members enquired about the LCC financial relationship with other group members. It was noted that the £500k improvement to LCC EBITDA could be absorbed by the group if other members failed to recruit to target and retain students.

RESOLVED:

To approve the latest iteration of the 2022/23 risk register.

**16. Subcontractor Monitoring Report**

Board members were assured that sub-contracting only took place when LCC could not offer progression to or form a specific course. The contract with West Row was provided as an example of progression to hairdressing apprenticeship opportunities.

Further questions were raised about how quality was monitored. The Deputy CEO Curriculum and Quality assured members that external providers used the same framework as internal provision and regular visits were undertaken to observe performance. In terms of cost effectiveness, the Deputy CEO & Executive Principal explained that annual reviews took place and wherever possible delivery was brought in house. Board members (including the Group CEO/ Accounting Officer) determined the subcontractors as being of high quality and low risk to public funds.

**17. Financial Position and Forecast 2022/23**

The current Financial Position and Forecast was presented by the Deputy CEO and Executive Principal. The LCC EBITDA was reported as good but to be viewed with caution as the position was due to reduced expenditure rather than growth. Board members noted a high agency spend to offset vacancies. The AEB income had increased due to over delivery, permitted by WYCA.

Within a discussion on energy costs the Group CEO confirmed that 2022/23 supplier prices were mitigated by existing contracts but a hike was expected and would be absorbed in 2023/24.

**18. College Operating Budget 2023/24**

Board members received a paper outlining the budget setting process that had recently commenced across the group. The LCC budget would form part of the consolidated group budget 2023/24 and it would come to the board for approval in June.

Board members sought and received reassurance that utility costs and related operational expenditure increases had been factored into the financial planning. With regards staff pay, the Group CEO confirmed discussion with unions were ongoing and market supplements were being utilised within the current recruitment environment.

**PART 5 – ASSURANCE REPORTING**

**19. Mid-Year Assurance Reports**

1. Safeguarding & Prevent

Two Safeguarding questions were addressed in advance of the meeting.

1. The Safeguarding by categories of concerns identifies suicide ideation as one of the most reported – how is LCC responding? On behalf of the Deputy Director of Student Life: Safeguarding, Behaviour and Wellbeing the Chair reported the data comes from CPOMS and each response is personalised to the presenting need at the time. A range of resources and referral sources for suicide ideation exist including; referral to the college counselling team/ Mind Mate team based in college, self-help materials, personal safety plans, and/or referral to an external service.
2. When was the single central record (SCR) last checked for accuracy? On behalf of the Deputy Director of Student Life: Safeguarding, Behaviour and Wellbeing the Chair reported that the SCR was checked as part of our full Ofsted inspection in April 2022. It was also checked since then when Leeds City Council, as part of the contract the college have with them to deliver ACL course, were doing their due diligence.  In addition, HR carry out a half termly audit and spot checks. The last full review was during the Teacher Ed ITT Ofsted Inspection.
3. Health & Safety

Vaping inside buildings, albeit with instructional posters to advise otherwise, was

picked up as a continuing problem. With regards RIDDOR incidents and near

misses, board members anticipated the number of near misses to be proportionally

much larger than reported. The Deputy CEO and Executive Principal undertook to

take this feedback to the Estates team.

1. Special Educational Needs & Disabilities

In his capacity as link governor SEND, the Chair recapped on his recent meeting

with the Director of SEND at which they discussed the SEND steering group and

planned performance dashboard.

1. Human Resources & Organisational Development

The new report format was well received.

The meeting closed at 7.40pm

Signed: ……………………………… (Chair) Date: …………………………