**LUMINATE EDUCATION GROUP**

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| **MINUTES OF THE MEETING OF THE**  **LEEDS CITY COLLEGE BOARD**  **HELD ON MONDAY 27 SEPTEMBER 2021** |

**Present**

Andrew Chang Co-optee

Mark Garratt Co-optee

Christopher Lang Staff Member

Liz Mear Co-optee

Queenie Mark Hor Kit Student Member

Ken Morton (Chair) Governor

Stella Owen Co-optee

Andrew Roach Co-optee

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

**In Attendance**

Katie Ball (left after item 8) CLA Outcomes Lead

Lydia Devenny Deputy CEO Services

Janet Faulkner (left after item 15) Dean of Higher Education

Bill Jones Deputy CEO & Executive Principal of LCC

Andrew Ottey (left after item 8) Head of Safeguarding

Michelle Ritchie Governance Manager

Gemma Simmons-Blench Deputy CEO Curriculum & Quality

Cheryl Smith (left after item 7) Principal, Printworks Campus

Lauren Turnbull (left after item 8) Health and Behaviour Leader

David Warren Group Vice Principal Development

The meeting took place in person within the Boardroom, Printworks Campus and Liz Mear, Queenie Mark Hor Kit and Stella Owen joined remotely. The meeting started at 5.30pm.

**MEETING ADMINISTRATION**

**1. Welcome and Apologies for Absence**

Following a tour of Printworks Campus, all members were welcomed to their first hybrid LCC Board meeting. Responding to governor feedback the agenda had been adjusted to include more presentation items and opportunities for discussion. Introductions took place and guest presenters were welcomed to the meeting.

The Chair reported that Inder Hunjan has stepped down from her group board and LCC governor role. Inder was thanked for her past contributions. Recruitment for a new governor was underway.

Apologies for absence were received from Colin Booth (Group CEO) and Melanie Halstead (Director of Governance). Cllr Jonathan Pryor was not in attendance.

**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 specific to the agenda for the meeting but the standing declarations as per the register of board members’ interests were noted.

**4. Minutes of the Meeting held on 5 July 2021 and Rolling List of Actions and Matters Arising**

The board considered the draft minutes of its meeting held on 5 July 2021 and

the rolling list of actions/matters arising from previous meetings. With regard to the latter, all identified items were on schedule for completion and/or appeared separately on the agenda for this meeting.

RESOLVED:

That the minutes of the meeting of the board held on 5 July 2021 be approved as an accurate record and signed by the Chair.

**5. Communications**

Chair and Principal’s Updates

The Chair reiterated his thanks to ELT for effectively leading the college and wider group through the Covid-19 pandemic and cyber-attack during 2020/21. Encouraging student results and outcomes and an Investors in People (IIP) refresh were noted.

The Deputy CEO & Executive Principal of LCC echoed the positive message around student achievement and progression. Special mention was given to significant improvements in the University Centre’s National Student Survey (NSS) results. A recent ELT ‘in person’ campus roadshow, thanking staff for their contributions and resilience, had been enjoyable and well received.

Feedback from Link Governors

Feedback was provided from various link governor activities undertaken since the previous board meeting. The Quarry Hill Link Governor commented on some issues with the Assessors App that were being addressed by the Principal, Quarry Hill Campus. Reference was made to an evolving relationship with Leeds Academic Health Partnership. The Quarry Hill Link Governor recommended the ‘Welcome to Quarry Hill Campus video’ as an inspiring watch. The Governance Manager undertook to share the video link with members. The EDI Link Governor had met with the EDI Manager and was due to meet again in October. To date, the conversations had been focused on diversity issues. The HE Link Governor had input to this meeting’s HE agenda items. The Mabgate Link Governor had received a Mabgate site tour and had been impressed with the clear vision for the college. Estates plans were reported as ‘looking fantastic’ and funding plans notably bold.

The Link Governor for Park Lane was still to be confirmed.

Group Board

Feedback was provided from Group Board July 2021. The Chair commented that group finances were stable. The *Luminate Education Group Strategy 2021-23* and strategic priorities for the coming year had been approved and final versions would be shared with members in due course.

Office for Students (OfS) Communications

No significant communications from the OfS to report at this meeting.

SU Vision and Plans for 2021/22.

A Course Rep was still to be recruited. The SU President summarised the Student Unions’ manifesto as:

* Mental Health – building awareness of services
* Quality of Education
* Career Progression – providing access to careers advisors, particularly for HE students
* College Community

**6. Review of Board Terms of Reference and Annual Reporting Schedule for 2021/22**

Board members received updated Terms of Reference for the Leeds City College Board with revisions highlighted via track changes. A draft Reporting Schedule 2021/22 was also provided for approval.

RESOLVED:

1. That the proposed revisions to the Terms of Reference be recommended to the Group Board for approval.
2. To approve the board’s annual reporting schedule for 2021/22.

**STRATEGY AND POLICY**

**7. Quality Improvement Plan ‘Deep Dive’ – Business**

The Principal, Printworks Campus delivered a presentation on the *School of Business*. The Department of Business had been in decline for three years. The department SAR had seen some movement from grade 2 to 3. To address the decline ELT had restructured the department and realigned the curriculum. Due to the pandemic these strategic changes had not been fully realised. 2021 achievement rates, whilst higher than the national average, were not necessarily an improvement on 2020.

The new Principal at Printworks presented a new approach to turn the department around. This would focus on addressing leadership and management issues and raising student aspirations. Curriculum synergies were found within the successful Travel, Food and Drink Department therefore the Head would lead the Business department too. Business teaching staff were encouraged to access CPD and an Advanced Practitioner role was providing welcomed support. Exam performance remained a concern and strategies were being put in place to support staff and students.

The Department for Business had a cohort of 332 16-18 year olds. With regards raising aspirations, a change step was identified to engage students at the very start of their journey with LCC. Going forward students on Access courses would expect to end their studies with a University application.

Board members enquired about the business team’s response to proposed changes. They were assured that the team were upbeat and energised by recent recruitment numbers. The board were assured that the Head of Travel, Food and Drink was capable of leading two departments and would be supported by the Principal.

With regards apprenticeships, student portfolios were potentially moving from OneFile system to Smart Assessor. The Deputy CEO Curriculum & Quality acknowledged the challenge facing apprenticeships but advised that improvements during 2021/22 were possible.

A discussion took place about sustained destination data and non-reliance on SAR data. The Deputy CEO Curriculum and Quality articulated the risk associated with ‘lagged’ destination data and recommended that the business department review its students’ intended destinations in January 2022 (to ensure they remain on the correct pathway) and the findings be reported to LCC Board in March.

**8. Safeguarding – response to Ofsted report on sexual harassment and abuse in schools and colleges**

The Head of Safeguarding and the Health & Behaviour Lead delivered a presentation on Sexual Harassment and Violence. Two promotional posters were circulated. The recent national campaign ‘Everyone’s Invited’ had received 1k+ submissions from 32 schools/colleges and whilst none of the submissions were from LCC the Head of Safeguarding confirmed the approach taken was to ‘assume it happens here’. Board members were informed that the college was implementing an action plan to improve student and staff understanding of consent. The LCC community (staff and students) would be encouraged to be upstanders and not bystanders when they observe/hear things that are not right.

In response to a board member question about benchmarking and best practice, the Head of Safeguarding confirmed membership with NAMS and its networking benefits. The LCC action plan was an informed document.

The Dean of HE pointed out that mapping against the OfS expectation 7 had highlighted a couple of areas that the Head of Safeguarding would be required to support.

The staff member drew attention to the type of training teachers required to support students and staff with questions on this subject matter.

The Chair recommended that Link Governors include progress against this action plan in their respective college discussions.

**9. Covid-19 Response and Recovery Planning**

The board welcomed the report and thanked the Covid-19 Steering Group for taking the college through this unprecedented period. It was noted that the college was responding to a different phase of the pandemic as we learn to live with Covid-19. Cases were still arising but with far less disruption to the student experience. With regards staff, the Deputy CEO and Executive Principal informed members that a revised position on flexible working would be available after October half term. A minor issue was emerging with non-vaccinated staff having to isolate which was leading to some resentment from colleagues picking up their work.

At the time of the meeting the government was preparing to announce its Plan B measures. The Deputy CEO and Executive Principal made the point that Luminate Group reserves the right to introduce its own measures, from mask wearing through to remote learning. The trigger point to reintroducing any measures would be 20+ cases on one site.

The board recognised that working with the Health Anchors Learning Network would position the college well. It was noted that the college received £1.3m for pastoral programmes delivered in 2020/21. The college is required to (and will) ‘opt-in’ to receive £1.4m funding next year.

**10. Capital Expenditure**

Capital Expenditure and Summer works

The Vice Principal Development provided a summary of the capital projects underway and emphasised that there were lots happening. Board members were informed that the 14-16 provision, which had been built as a temporary solution, was ‘really good’ and expected to have a longer lifespan than two years. Works on T-Level areas had experienced some delays due to availability of materials. An overspend on Leeds Conservatoire had been comfortably offset with an increase in students. The SALIX project to install an air source heat pump was underway.

Board members were advised that the Pudsey Sixth Form build was costed 30% higher than two years ago due to broader construction industry issues. Sports England approval for building on the playing field remained a risk.

The Chair requested a monthly update to members on capital project risks and that link governors remain informed.

Other projects

Board members received a progress update on four FECTF bids. It was noted that the stage 2 deadline was Friday 8 October and an outcome would be expected in January 2022.

The Vice Principal Development commented that negotiations with Leeds City Council about expansion opportunities at Temple Newsom were ongoing.

In response to a question about capacity within industry to deliver T Levels the Deputy CEO Curriculum and Quality agreed this would be possible in the future for Engineering and Construction courses but presently the focus was on creating teaching spaces/suites of benefit to all our students.

**PERFORMANCE MONITORING AND SCRUTINY – FURTHER EDUCATION**

**11. Children Looked After (CLA) and Leeds City College’s Contribution**

The CLA Outcomes Lead delivered a detailed presentation on the model being used to narrow the achievement and performance gap between CLA and non CLA students. LCC currently has 239 post 16 CLA students and 17 pre 16 CLA students. These students are spread across all departments but there are notably more on ESOL courses. Board members discussed the subject matter and recognised this to be a college strength. The Head of Safeguarding advised that additional resource to address CLA level 2 to level 3 transition would enhance this work further.

**12. Student Outcomes**

The Deputy CEO Curriculum and Quality introduced this report with an explanation the LCC results were not an outlier data set but accurately predicted and reflected a pattern of behaviour. As such, ELT were reportedly very happy with the LCC student outcomes. Known concerns relating to Digital and Business were being addressed.

**13. Student Recruitment**

Board members received a presentation on LCC Student Recruitment numbers. The Deputy CEO Curriculum and Quality informed members that currently L3 Adult Provision presented the biggest challenge.

A discussion took place about apprenticeship opportunities and it was noted that logistics and heavy goods apprenticeships would be better suited to Keighley College due to real issues experienced by Bradford City Council.

**14. Proposed Quality and Financial targets for 2021/222**

Board members accepted that there was a real prospect of an Ofsted visit to LCC and with this in mind, interrogated the achievability of the proposed quality targets. A SAR grade 1 (outstanding) was deemed ambitious but achievable. The Chair, Deputy CEO & Executive Principal and Deputy CEO Curriculum and Quality undertook to meet and interrogate the data further.

With regards financial targets, ELT were confident the LCC EBITDA would be delivered.

RESOLVED:

To recommend to group board the LCC quality and financial targets 2021/22 be included in the Luminate Group Strategic and Operational Development Plan 2021.

**PERFORMANCE MONITORING AND SCRUTINY – HIGHER EDUCATION**

**15. Higher Education (HE) Performance Report**

The Chaircongratulated the University Centre (UC) on its performance. With the exception of ‘resources’ the UC reported its best ever NSS results and it performed well against the national average for the additional Covid-19 question. With regards student outcomes, the Dean of HE advised that the last exam board was imminent and final results due shortly after.

It was reported that the pandemic lockdown of November 2020 had been harder to navigate than previous as the government provided little notice in order to help prepare new and returning students.

The Dean of HE pointed out that recruitment numbers (currently at 365 Level 5 students) had been adversely affected by teacher assessed grades (TAG) and competitor institutes’ unconditional offers and incentives to defer.

Board members were pleased to hear the UC had a successful bid for £508k funding.

Board members referred to the comprehensive spending review and risk to HE provision. It was recognised that foundation degree and degree award powers were needed in order for the UC to be responsive to change. Bachelors Degree Awarding Powers (BDAP) were being planned for. The Chair undertook to confirm how the strategic direction regarding HE and research will be progressed within Luminate e.g. through a specific HE sub group.

**RISK MANAGEMENT AND FINANCE**

**16. Review of Strategic Risk Register**

Board members were satisfied that the risk associated with *stakeholder engagement due to an internal focus on Covid-19 and IT systems*… could be removed from the LCC risk register. The Deputy CEO and Executive Principal drew the board’s attention to a new reputational risk relating to Group Professional Services and their ability to engage with stakeholders due to the considerable change they are currently undergoing. This additional risk was approved and the Chair recommended that it be brought back for discussion at a future meeting.

RESOLVED:

To approve the removal of risk LCC:20/21.06 and other changes presented.

**17. Financial Position and Forecast 2020/21**

The Deputy CEO Services confirmed that the outcome for the year had finished and members welcomed a report of exceptional LCC growth.

**18. Fees Policy 2021/22**

FE Fees Policy 2021/22

Board members reviewed an updated LCC FE Fees Policy. It was noted that the Fees Policy was for the current year and presented with track changes for ease of approval.

HE Fees Policy 2022/23

Board member received an updated LCC HE Fees Policy. The Dean of HE emphasised that the policy had been rolled over and as such featured no changes other than the dates.

RESOLVED:

To approve the FE Fees Policy 2021/22 and the HE Fees Policy 2022/23

The meeting closed at 8.10pm

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