

## LUMINATE EDUCATION GROUP

### MINUTES OF THE MEETING OF THE LEEDS CITY COLLEGE BOARD HELD ON MONDAY 29 MARCH 2021

#### **Present**

Colin Booth	Group CEO
Andrew Chang	Co-optee
Mark Garratt	Co-optee
Liz Mear	Co-optee
Ken Morton (Chair)	Governor
Jenef Ngombo (up to item 8)	SU President
Jonathan Pryor (up to item 11)	Co-optee
Andrew Roach	Co-optee

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

#### **In Attendance**

Lydia Devenny	Deputy CEO Services
Janet Faulkner (up to item 9)	Dean of Higher Education
Melanie Halstead	Director of Governance
Bill Jones	Deputy CEO and Principal
Denise Meney (up to item 11)	Deputy Director of Business
Lee Pryor (up to item 11)	Director of Apprenticeships and Business Engagement
Gemma Simmons-Blench	Deputy CEO Curriculum and Quality
Louise Turner (up to item 11)	Director of Inclusive Provision and SEND

The meeting took place remotely via Google Meet and started at 5.30pm

### **MEETING ADMINISTRATION AND GOVERNANCE**

#### **1. Welcome and Apologies for Absence**

Liz Mear and Andrew Roach were welcomed to their first meeting of the board and introductions were made. Apologies for absence were received from Inder Hunjan (Governor) and Stella Owen (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 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 23 November 2020 and Rolling List of Actions and Matters Arising**

The board considered the draft minutes of its meeting held on 23 November 2020 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 23 November 2020 be approved as an accurate record and signed by the Chair.

### 5. **Communications**

Feedback was provided from the most recent group board meeting. At the recent World Café event board members from across the group had reviewed a draft refreshed strategy for the Luminare Group; it was noted that a final version would be presented to the group board for approval in July. The group board was also scheduled to meet to consider proposed strategic priorities for 2021/22; these would be shared with board members across the group once finalised.

### 6. **Proposed Link Governor Arrangements**

The board agreed revised link governor arrangements for the remainder of this year and next. The new arrangements provided for both thematic and campus link governors and an increased focus on employer engagement. The latter was aimed at supporting and challenging college leaders to work with employers to shape technical skills provision so that it meets local labour market skills needs.

## **POLICY, RISK AND COMPLIANCE**

### 7. **Review of Strategic Risk Register**

In considering the latest iteration of the college's risk register the board focused on a new red-rated risk relating to the medium and long term impact on student attainment and progress of the pandemic, as well as its impact on mental health and wellbeing which was becoming increasingly apparent. Members talked through how this would require an ongoing recovery curriculum to be embedded into programmes for 2021/22 and beyond, recognising that if not properly mitigated against, this could lead to lower achievement and progression of students. The board sought and received assurance that the college was taking advantage of external insights, working with partners in all education sectors, and was accessing all of the catch up funding available to it. A discussion followed in relation to ways in which to measure the extent to which students had been impacted so that the college could measure whether it was successfully closing the gap. Board members also probed the monitoring of student attendance. The Deputy CEO Curriculum and Quality advised that during the first national lockdown student engagement (with remote learning and so on) had been tracked, enabling the college to take a view on individual learner attendance and put interventions in place where necessary. There had been some issues with devices which had since been addressed. The college was now moving towards a cloud based system (Power BI) and it was anticipated that the summer term would have much better records of attendance.

It was noted that whilst a risk relating to safeguarding remained on the risk register, it was being effectively mitigated. The board considered the outcome of a recent Local Authority audit of the college's safeguarding arrangements, with much good practice having been identified. The recommendations arising from the audit were reviewed, along with the actions planned in response. Members also discussed the college's safeguarding arrangements in the context of recent press coverage relating to sexual abuse in schools and colleges. The college's arrangements were considered robust in this respect. It was noted that safeguarding refresher training for governors would be arranged before the end of the academic year.

In response to a question from the board, the Deputy CEO Services outlined the additional security measures introduced in response to the cyber-attack.

In conclusion, the board was satisfied with the actions taken or planned by management to mitigate each of the identified risks.

RESOLVED:

To approve the college's strategic risk register as at March 2021.

## **PERFORMANCE MONITORING AND SCRUTINY**

### **8. Higher Education (HE) Report**

Performance monitoring and scrutiny of the college's Higher Education (HE) provision formed a substantive part of the meeting, led by the Dean of Higher Education and the board's link governor for HE. The areas of focus included:

- 2019/20 performance data
- Performance against Access and Participation (APP) targets
- Covid recovery
- 2020/21 recruitment and retention

In considering the 2019/20 performance data members noted that the dips related mainly to courses with placements which students had been unable to access. Board members were particularly pleased with the level of student retention which was considered to be excellent in the current climate. There had been a seamless move to online learning with good engagement with students throughout the periods of lockdown. Students had been surveyed with the issues identified responded to promptly. In relation to the APP targets, members discussed future plans around blended learning and how this might be considered strategically going forward. It was suggested that the college/group strengthens its links with the University of Bradford, particularly in light of their excellent work on social mobility. Other suggestions included an Alumni Development Team to focus on graduate outcomes. Student recruitment in 2020/21 was considered a great achievement considering the pandemic and cyber-attack. With regard to Covid response and recovery planning, it was confirmed that testing was in place in readiness for a full re-opening.

In January 2021 the Office for Students (OfS) wrote to all providers requesting that they review their compliance with consumer law. The outcome of this review was presented to the board, providing assurance of such compliance and ongoing compliance with OfS Condition C1 relating to consumer protection law. Members were pleased to note that no complaints had been received from University Centre Leeds students.

The Chair advised the board of a planned review of HE governance arrangements across the group and undertook to keep board members informed.

### **9+10. College Self-Assessment Report (SAR), Quality Improvement Plan (QIP) and In-Year Quality of Education**

During its validation of the college's self-assessment report (SAR) in January, the board had agreed to review apprenticeship provision in more detail to better understand the challenges in that area, particularly as it had been graded 3 (requires improvement) for a third year. The Chair and the Apprenticeship/Quality of Education link governor had subsequently met with the Principal, Deputy CEO Curriculum and Quality and the Director of Apprenticeships to review the plans in place to stabilise the provision and improve performance.

Fourteen key actions had been included in the college's QIP as a result of the self-assessment process and validation and the board now reviewed the progress made to date against each of the QIP actions.

In response to a question from the board, the Deputy CEO Curriculum and Quality expressed confidence in the predicted achievement data presented at the meeting.

In addition to Apprenticeships, Alternative Provision and Business were also graded as 'requires improvement' in the 2019/20 SAR and were therefore subject to close scrutiny. The senior leaders of these three areas had been invited to present to the board on the quality improvement measures in place and planned. These presentations were well received, with board members expressing confidence in the robustness of the plans.

**RESOLVED:**

To approve the final outcomes of the 2019/20 SAR process as summarised in the circulated report and to note progress to date against the college's Quality Improvement Plan (QIP).

**11. Finance**

The college's EBITDA position at the end of period seven reflected a positive performance against budget of £492k, this being the net result of shortfall income of (£1,761k) and an underspend of £2,253k against expenditure. Whilst the college was on track to deliver its overall EBITDA target, there remained an element of risk, some of which related to national issues. With regard to the latter, the Chair asked that further information regarding the Adult Education Budget income line be shared with the board as soon as it became available.

It was agreed that the Chair and the Finance link governor would meet with the Deputy CEO Services outside of the board meeting to consider an initial draft of the 2021/22 budget with a final draft to be presented to the board for approval in July.

At the request of board members, the Deputy CEO Services provided an update on the group's recent capital bids and the current position with regard to the disposal of the Horsforth site.

**12. Analysis of Student Surveys**

The Deputy CEO Curriculum and Quality presented an analysis of the student Induction Survey results and an overview of the 'On Programme' Survey. Board members sought and received assurance that action plans were in place to address the five areas for improvement identified by students.

**13. Assurance Reports**

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

- Equality, Diversity and Inclusion (EDI)
- Safeguarding and Prevent
- Health and Safety
- Special Education Needs and Disabilities (SEND)
- Human Resources and Organisational Development

Members spent some time reviewing the college's EDI Annual Report for 2019/20. The board reiterated its intention to carry out a 'deep dive' into each of the equality objectives as part of future meetings.

The meeting closed at 8.05pm

Signed: ..... (Chair)

Date: .....