

## LUMINATE EDUCATION GROUP

### MINUTES OF THE MEETING OF THE LEEDS CITY COLLEGE BOARD HELD ON MONDAY 18 NOVEMBER 2024

#### **Present**

Bill Barton	Co-optee
Colin Booth	Group CEO and Governor
Claire Broodie	Co-optee
Peter Fletcher	Co-optee
Ann Forsaith	Co-optee
Julie Hyde	Co-optee
Linda Littler	Staff Member
Kate Lodge	Co-optee
Ken Morton	Governor and Chair
Qasim Shaik	Student Member

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

#### **In Attendance**

Sarah Heaton (via Teams & Item 11a only)	Head of Learning & OD
Stuart Jolley	Chief Financial Officer
Bill Jones	Deputy CEO & Exec Principal of LCC
Carol Layall	Director of Quality
Steve Navotni (via Teams & Item 11a only)	Learning & OD Business Partner
Michelle Ritchie	Governance Manager
Gemma Simmons-Blench	Deputy CEO Curriculum and Quality
David Warren	Group Vice Principal Development
Natalie Wilson	Group Vice Principal Curriculum & Skills

The meeting took place at Park Lane Campus starting at 4pm.

## **MEETING ADMINISTRATION**

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

Apologies for absence were received from Andrew Roach (Co-optee) and Abigail Marshall Katung (Co-optee). The Chair welcomed Claire Broodie (Co-optee) and Peter Fletcher (Co-optee) to their first LCC Board meeting.

### **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 but standing declarations as per the Corporation's register of interests were noted.

#### **4. Minutes of the Meeting held on 1 July 2024, Rolling List of Actions & Matters Arising**

The board considered and approved the draft minutes of its meeting held on 1 July 2024. With regards the rolling list of actions/matters arising from previous meetings, it was noted that many were now complete and outstanding actions were on the agenda for today's meeting or planned for the March 2025 meeting.

##### **RESOLVED:**

That the minutes of the meeting of the board held on 1 July 2024 be approved as an accurate record and signed by the Chair.

#### **5. Communications**

##### **a) Update from Chair including feedback from Group Board**

The Chair updated the board on the discussions and key decisions from the Group Board meetings in July, September and October which included the approval of the Group Strategic and Operational Development Plan (SODP) 2024/25, Group People Strategy and Group Remuneration Strategy along with a number of group policies, all of which are available on Board Effect, including EDI and Conflicts of Interest and Related Party Transactions.

Board members also attended a joint development day for all members of the three FE college boards on 7 October (held at Keighley College), with good representation on the day from Leeds City College Board. Topics covered included restorative practice training, student voice, Group Services cost benchmarking and a detailed session on the 2023/24 group self-assessment report.

##### **b) Update from Students' Union (SU) President**

Board members were pleased to hear that The Vine was to have SU Officer representation. The SU 'Make Your Mark' campaign was underway. Board members enquired about emerging ballot themes and the Student Member relayed that three main themes were emerging i.e. volunteer opportunities, mental health and crime/safety.

A new Halloween themed movie night had been very successful and the SU was planning a follow-up Christmas themed movie night. The Chair congratulated the Student Member on their immediate positive impact to the LCC student experience.

##### **c) Feedback from Link Governors**

Nine Link Governor visits had taken place since the start of term, including new board Link Governor introductory visits (Claire Broodie: EDI & Sport and Peter Fletcher: SEND). Julie Hyde (Printworks Campus and Skills Link Governor) had accompanied the SU President to a student shadowing experience at Printworks. They visited the LCC Staff Member's English class, had lunch with students and visited Travel, Food & Drink department lessons.

##### **d) Feedback from Employer Board – see item 10**

#### **6. Proposed Governance Arrangements**

The Chair informed the board that his term of office on LCC Board would end this academic year but he may remain a governor on Group Board. The LCC Board terms of reference had been updated to support succession planning and allowed for up to two Vice Chairs. Expressions of interest would be invited by email.

The Pudsey Sixth Form College Oversight Committee terms of reference were presented for approval and these allowed for up to two LCC board members. The Committee Chair by default

would be/become an LCC Board member. In the new year, expressions of interest for committee membership would be invited from the LCC Board and project partners i.e. Red Kite Learning Trust/Crawshaw Academy, Coop Academy Priesthorpe and Leeds West Academy.

Board members that were active during 2023/24 would be invited to an Effectiveness Review meeting with the Chair in January 2025. A governance action plan would be developed to address feedback and be presented at the March board meeting for approval.

Link governor arrangements for 2024/25 were agreed as follows:

Safeguarding (also group lead)	Ken Morton
SEND	Peter Fletcher
EDI	Claire Broodie
Careers Guidance	Bill Barton
Skills	Julie Hyde
TLA	Ann Forsaith
Finance	Andrew Roach
Printworks	Julie Hyde
Mabgate	Andrew Roach
Leeds Sixth Form	Ann Forsaith
14-16 Department (Park Lane)	Andrew Roach
14+ Academies (Park Lane)	Andrew Roach
Sport Department (Park Lane)	Claire Broodie

**RESOLVED:**

Board members approved the 2024/25 Pudsey Sixth Form College Oversight Committee terms of reference and agreed to recommend the LCC Board 2024/25 terms of reference for approval by the Group Board.

## **STRATEGY AND POLICY**

### **7. Strategic Deep Dive: Meeting Demand in Leeds – This was presented as a combined item, see 9a**

### **8. Progress on Major Capital Projects**

Board members were informed of positive progress within the following projects; FECTF Park Lane window installation, FECTF new builds at Mabgate (Enfield & University Centre) and Pudsey Sixth Form College, all on track.

The funding risk associated with the Park Lane C Block extension (non-completion by the Post-16 Capacity Fund deadline) had significantly reduced. In January 2025, 40 trucks would deliver the elements to construct the modular build. Board members sought and received assurances that construction activity would not disrupt teaching. It was noted that the Group CEO and Group VP Development were engaged in DfE discussions on project funds with a focus on improving the new build accessibility.

The Group VP Development explained that the Temple Newsam project was at risk. Board members were advised that the Post-16 Capacity Fund drawdown date of March 2025 would be missed due primarily to outstanding planning permission. A project completion date of August 2025 was forecast and an extension was sought from the DfE. The DfE decision was pending. Board members were reassured that any cash flow risk associated with delays to capital funding was reported into Audit Committee and Group Board.

Board members enquired if the Park Lane roof was resilient. The Group VP Development explained that in the short term the roof was being 'patched up' using FECTF funding allocated for Park Lane refurbishment. An entire new roof would be a long term solution and require more funding.

The Chair referenced the 2023/24 Health & Safety Annual Assurance report (agenda item 14b) and requested that due consideration be given to funding improved accessibility at the Beeston site and Deacon House for those with mobility and/or disability issues.

## **9. Principal's Reports**

### **a) College update including Student Recruitment 2024/25**

The Deputy CEO Curriculum and Quality presented student recruitment numbers, targets and forecasts. The headcount numbers on LCC Study Programmes were reported as follows:

- 7,412 - 2023/24 actual headcount on Study Programmes
- 7,930 - 2024/25 forecast headcount on Study Programmes
- 8,150 - 2025/26 is predicted headcount on Study Programme (the opening of Pudsey Sixth Form College & Temple Newsam is likely to increase this by a further 230)

The Group CEO anticipated that for the first time LCC will have waiting lists for a number of courses in September 2025 (rather than confined to subjects such as electrical installation due to staff shortages as in previous years). This is due to the shortage of accommodation at Leeds City College combined with the demographic increase in young people in Leeds and a shortage of Level 1, Level 2 and Level 3 vocational places across the city. It was noted that space for students studying Level 3 A Level / academic programmes was not an issue.

Additional space pressures will also likely come from internal student progression, unregistered/home schooled and government policy. The Deputy CEO Curriculum and Quality explained that impending government policy for FE providers to deliver four hours face to face teaching to English & maths resit students will add an additional pressure on the estate and timetable. The Chair suggested that, with consensus from all Leeds education providers, the DfE be provided with a gap analysis and invited into the 'waiting list' debate.

The Deputy CEO and Executive Principal undertook to present a draft LCC position statement including curriculum prioritisation and risk mitigations for consideration at the March board meeting.

### **b) Progress against Strategic Priorities**

The board was informed that good progress was being made against LCC Strategic Priorities. The Deputy CEO and Executive Principal reported that the 5.5% government pay increase given to schools had not been matched for colleges. The AoC recommendation was 2.5%. The government was being asked to include FE in future recommendations.

### c) Risk Management Annual Report 2023/24

Two risks were closed off in year:

- (21/22:06) *Recruitment to apprenticeships fails to increase in line with regional skills needs* – the risk was originally introduced due to the Covid-19 pandemic affecting apprenticeship recruitment and delivery but the college is now through this period.
- (21/22:15) *LCC's reputation and stakeholder engagement is damaged by ongoing investigations into complaints and whistleblowing* – the actual risk to reputation or stakeholder engagement had moved to negligible.

RESOLVED:

The board approved the annual report and agreed that it be shared with the Audit Committee.

### d) College Risk Register 2024/25

An emerging issue at the Enfield Campus was raised; a sewer pipe spillage and related disruption of toilet facilities was affecting teaching and potentially student recruitment. The urgent issue was raised with Yorkshire Water and Leeds City Council leaders. The Board agreed to add a risk about the physical condition of accommodation in the college's older campuses affecting student experience.

Two red risks (*failure to realise accommodation requirements and failure to recruit qualified/experienced staff*) remain on the 2024/25 risk register and are expected to be red for the foreseeable future.

RESOLVED:

The board agreed the latest iteration of the risk register and the addition of a new risk relating to the condition of older accommodation.

## 10. Leeds City College Skills Contribution

The Deputy CEO & Executive Principal and the Group VP Curriculum and Skills gave a joint presentation on Leeds City College's Skills Contribution. The key points noted were the external factors such as *Skills and Post-16 Education Act 2022 (Inclusion of Local Needs Duty)*, Accountability Agreements and Labour's Five Missions. Board members were assured that LCC had ample evidence for the Ofsted Skills Judgement. Attendees were in agreement about the importance of 'digital skills' and evidencing how it cuts across all curriculum.

The LEG Employer Board in its current guise would meet for the last time in December and from the new year its membership will be split into a Luminate Stakeholder Board and Leeds Employer Board. The benefit of this will be a more strategic approach and more meaningful discussions for both sets of attendees. Board members heard how the college mission maps to business as 'Transforming Lives through Skills for Business' and the group's intention to support all employers irrespective of company size. Luminate Group can evidence a strong reputation among employers for developing specialist programmes in response to regional demand (e.g. collaboration with the NHS had led to the creation of clinical T-level placements, preparing learners to meet industry needs).

## PERFORMANCE MONITORING AND SCRUTINY

### 11. Stakeholder Satisfaction

#### a) 2023/24 Staff Survey Results

The Head of Learning & Organisation Development presented the 2023/24 LCC Staff Survey Results. It was noted that, in response to staff feedback, a 'neither agree/disagree' option had been added to the staff survey template and its outputs were included with the positive responses. LCC returned 69% on the Employee Engagement Index which was significantly higher than the national average of 63%.

The top area of staff satisfaction was: *100% I have a good working relationship with my peers*. In response to a governor question, it was confirmed that the main area for improvement was IT related i.e. *72% The software, systems and online platforms I use in my role are efficient and user friendly*. Localised action plans would be developed to address negative feedback.

#### b) Annual Complaints & Compliments Report

Board members received a summary of in-year complaints and compliments presented in a new dashboard format by the Director of Quality. A new course review stage was added to the complaints process. The Chair requested that, if possible, a SEND focus be added to future reporting.

### 12. Quality of Education: 2023/24 Self-Assessment, Student Outcomes, Exit Survey & QIP

At the Joint FE Board Development Day in October attendees agreed the Luminate SAR and this LCC Board meeting provided an opportunity to consider the Leeds specific detail. The Chair informed the board that he had met with the Director of Quality and Printworks Principal prior to the board meeting. He had sought and received reassurances regarding the Business Department's 'Outstanding' rating. An overall college 'Good' SAR rating with outstanding features was welcomed.

Judgement	SAR Judgement 2022/23	SAR Judgement 2023/24
Overall Effectiveness	2	2
Quality of Education	2	2
Behaviour and Attitudes	2	1
Personal Development	1	1
Leadership and Management	2	1
Programmes for Young People	2	2
Adult Learning Programmes	1	1
Apprenticeships	2	1

Provision for Learners with High Needs	2	2
Contribution to meeting the skills need	Reasonable Contribution	Strong Contribution

With regards the Student Outcomes paper, board discussion focussed on EHCP Student Outcomes and complexity of needs. Every LCC teacher was now a teacher of SEND. Board members were informed that there was a vast amount of CPD and resources available for staff.

With regards the Quality Improvement Plan, the board requested a specific update on QIP Action 1: 'Further focus to ensure consistent learner outcomes on A Level and AS programmes that align with or exceed national rates' be brought to the March meeting.

RESOLVED:

The board agreed the 2024/25 Quality Improvement Plan (QIP).

### **13. Financial Performance**

#### **a) Financial Outturn for 2023/24**

The Financial Outturn was slightly down on forecast figures. Staff turnover had been lower than predicted resulting in fewer vacancy savings. It was noted that LCC had the biggest variations on apprenticeship figures across the group. Also, whilst High Needs income had increased and The Vine was able to recruit four new positions the facility continues to operate within a deficit.

#### **b) Financial position & Forecast 2024/25**

Board members were assured that the current in-year position and forecast spending is in line with the budget and operational costs are behind planned levels. The board sought to understand changes to the apprenticeship financials. The CFO explained that Leeds City College had not achieved its 'new starter' targets. However, apprenticeship retention was strong. The Group VP Curriculum and Skills added that there had been a disconnect between business planning activities and the business development team. This would be addressed through a more strategic employer engagement plan.

### **ASSURANCE REPORTING**

#### **14. Annual Assurance Reports 2023/24**

The following assurance reports were received: SEND, Safeguarding, Health & Safety and People Services. Detailed questions received from board members had been responded to outside of the meeting and shared.

### **CONFIDENTIAL BUSINESS**

#### **15. Annual Review of Senior Staff Remuneration - see separate confidential minute.**

**The meeting closed at 18:40**