

LUMINATE EDUCATION GROUP

MINUTES OF THE MEETING OF THE LEEDS CITY COLLEGE BOARD HELD ON MONDAY 23 JUNE 2025

Present

Bill Barton	Co-optee
Colin Booth (form item 5)	Group CEO and Governor
Claire Broodie (from item 5)	Co-optee
Peter Fletcher	Co-optee
Ann Forsaith	Co-optee
Linda Littler (online from item 4)	Staff Member
Ken Morton	Governor and Chair
Andrew Roach (online)	Co-optee
Qasim Shaik	Student Member

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

In Attendance

Kirsty Allison (up to item 9)	Head of Visual Arts
Darcy Amamou (up to item 8)	Deputy Head of Communications
Vwaire Ikwe	Observer/ Incoming SU President
Stuart Jolley	Chief Financial Officer
Bill Jones	Deputy CEO & Exec Principal of LCC
Richard Lee (up to item 9)	Assistant Principal Quarry Hill Campus
Lee Pryor	Principal, Printworks Campus
Sarah Robinson (up to item 9)	Head of Creative Media & Digital
Michelle Ritchie	Governance Manager
Gemma Simmons-Blench	Deputy CEO Curriculum & Quality
Ann Marie Spry	Group Vice Principal Adults

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

PART 1: MEETING ADMINISTRATION AND GOVERNANCE

Transforming Lives Case Study: The Deputy Head of Communications explained that a suite of student interviews was in production for internal and external PR purposes, demonstrating the impact the college has on our learners. This meeting commenced with a video featuring an Apprentice based at the Deli. Going forward this will be a standing agenda item.

1. Welcome and Apologies for Absence

The Chair welcomed everyone and invited round table introductions. The Deputy CEO & Exec. Principal was congratulated on his appointment to Group CEO, effective from 1 January.

Apologies for absence were received from Abigail Marshal Katung (AMK), Juile Hyde and Kate Lodge. Staff apologies were received from Phil Mark and Carol Layall.

Post meeting update: AMK stood down as a Leeds City College board member with immediate effect from Wednesday 25 June.

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 17 March 2025, Rolling List of Actions & Matters Arising

The board considered and approved the draft minutes of its meeting held on 17 March 2025. With regards the rolling list of actions/matters arising from previous meetings, it was noted that many items were either complete or to be addressed at today's meetings.

RESOLVED:

That the minutes of the meeting of the board held on 17 March 2025 be approved as an accurate record and signed by the Chair.

5. Communications

a) Update from Chair including feedback from Group Board and LCC Board Away Day

The Chair confirmed that the Annual EDI Report 2023/24 was available to view on the Luminate website and that Becky Hewitt was EDI Lead Governor and Claire Broodie the LCC EDI Link. Two new risks had been added to the group risk register relating to (i) potential industrial unrest and (ii) poor reputation with DfE Capital Team. The six new group strategic priorities for 2025/26 were shared and, on a separate note, Fovis Mazars had been appointed as external auditors to the group.

The Chair highlighted that an extraordinary group board was scheduled for Wednesday 25 June to agree next steps with the FECTF funded Temple Newsam capital project.

b) Update from Students' Union (SU) President

The SU President informed the board that the student officers had finished for summer and their year in post was celebrated with a successful trip to Lazer Zone. Over the summer, Members of Student Parliament would be recruited and trained for September 2025/26.

c) Feedback from Link Governors

Three Link Governor visits had taken place since the March board meeting. The TLA link provided positive feedback on the consultation process for the new TLA strategy which was due to launch in September 2025. The Finance link confirmed that LCC finances were in a good position. The Printworks link feedback was referenced as available to view within Board Effect. Other related activity:

- The LCC Chair and three LCC board members attended a networking lunch with eight Members of Student Parliament (MSP). The lunch was hosted at the Deli and coordinated by the Student Life team. The students provided an update on the SU led projects they had supported in year.
- The LCC Chair & SEND Lead Governor and the LCC SEND Link had accepted an invite from the Student Life team to meet MSPs based at Beeston Campus on 30 June.

During the session the MSPs would provide an update on the Students' Union led projects they had supported this year, and they would interview the board members.

The Chair thanked Link Governors for their contributions and encouraged them to remain curious and seek assurances on what is being communicated within board meetings.

d) Feedback from Leeds Employer Board

The Chair of the Leeds Employer Board reported back on its first meeting held on 23 May 2025 at Burberry. Employers in attendance included Jet2, NHS and Leeds Building Society. Initial discussion topics included apprenticeships, and the mass transit plans for Leeds. In response to a question around effective partnership working, the Leeds Employer Board Chair proposed, amongst other things, focussing on engaging alumni.

6. Governance Preparations 2025/26

a) Terms of Reference 2025/26

The Governance Manager confirmed that Terms of Reference for this board were fully reviewed in November 2024 and updated to include provision for the appointment of at least one and up to two Vice Chairs from among their existing members. Other than an update to the applicable year no further amendments were proposed for 2025/26.

RESOLVED:

Board members agreed to reaffirm its terms of reference.

b) Update on Appointment of Chair

The Governance Manager highlighted that the Chair's terms of office would end August 2025. During the past eight years Ken Morton had made an outstanding contribution to transforming the lives of Luminate learners. LCC Board members were invited to submit an expression of interest in the Chair vacancy to the governance inbox by Friday 4 July.

PART 2 - STRATEGY AND POLICY

7. Luminate Education Group Strategy 2025-27

The Deputy Head of Communications invited board members to review the refreshed strategy ahead of a final version going to Group Board in July. It was noted that, due to a new CEO being appointed during the time the current strategy will still be active, the decision was made to refresh the current strategy rather than completely re-write it.

Board members discussed how they might in practical terms deliver on the following statement within the strategy, "*... our governors ensure the group is always striving for excellence. They support diversity, inclusion...*".

It was proposed that the Race Equality Roadmap be presented at the Joint FE Board Development Day in October 2025.

LCC Board endorsed the refreshed strategy for presentation at Group Board in July.

8. Strategic Deep Dive: Creative Courses

The Assistant Principal Quarry Hill campus and two Heads of Department presented on their breadth of creative courses and industry links. Raising the profile of Arts, LCC celebrates being a STEAM provider (Science, Technology, Engineering, Arts and Mathematics). It was

noted that LCC creative courses account for 1,700 learners – potentially the largest FE Creative Arts cohort in the country. The department is currently delivering mainly Level 3 courses but a Level 1 course is being introduced from September 2025. There is scope for student number growth but there is not the space. Both departments have strong staff recruitment, and it was reported that some alumni have returned as teachers.

A high percentage of Creative Arts students require English and maths resits (29% on some courses) which is challenging in terms of facilitating and re-engaging these students in formal GCSEs. With regards attendance, the Creative Arts courses have the biggest gap between core course attendance and English & maths attendance. Approximately 9% of the cohort have an EHCP. With regards internal progression, the Creative Arts departments are strengthening their links with Leeds Conservatoire and University Centre Leeds however it was noted that there was more work to be done.

In response to a question about collaboration with industry and community events the Head of Visual Arts reported that the department has strong links with Channel 4, Burberry and attends Games Republic in London. Board members were invited to visit the Creative Arts department during 2025/26.

9. Principal's Reports

a) College update

This paper was presented by the Deputy CEO & Executive Principal and provided the board with a summary of college celebratory events since the last meeting. A main highlight was the BBC's coverage of apprenticeship week which featured interviews with LCC apprentices based at the Deli restaurant.

b) Progress against Strategic Priorities and Proposed LCC Strategic Priorities 2025/26

Board members received a paper evidencing good progress against the current LCC strategic priorities. In addition to the existing five LCC strategic priorities three new ones were proposed by the Deputy CEO and Executive Principal for 2025/26 as follows:

- **Improving attendance/ engagement, particularly for 16-18** - Board members recognised that an effective strategy was in place for GCSE exam attendance and following discussion on influencing factors i.e. timetabling, students' external commitments and existing college support, welcomed the focus on routine attendance.
- **Transitioning to a new Executive Principal of LCC** - The Deputy CEO and Executive Principal of Leeds City College would commence their Group CEO role from 1 January 2026. It was proposed that a new appointment of an Executive Principal (exact role tbc) was required for LCC to have a strong, independent leader and voice within the group and a visible presence externally. Board members agreed that the transition period required focus and oversight.
- **Ensuring Pudsey Sixth Form is successful in its first year of operation** - This supports the group level strategic priority of the same description and demonstrates the LCC board's commitment to making Pudsey Sixth Form College successful.

RESOLVED:

The board agreed the three new strategic priorities for 2025/26 as outlined above.

c) Risk Register

The Deputy CEO & Executive Principal guided board members through the latest iteration of the college risk register. It was noted that one of the two long standing red risks (failure to recruit qualified/experienced staff) had changed to amber. The other red risk (accommodation requirements) remains red for the foreseeable future. Board members

heard and supported a proposal to remove risk LCCB0005: Failure to provide key information to funding providers, government agencies and key stakeholders leads to damaged reputation and limit the college's systems leadership ambitions from the Leeds City College risk register due to it being more appropriately located in the Luminate Group Services risk register. No new risks were added

RESOLVED:

To approve the latest iteration of the college risk register and removal of risk LCCB005.

d) Proposed Quality & HR Targets

The Deputy CEO Curriculum & Quality talked through the proposed LCC Quality & HR targets 2025/26 within the paper provided. In response to a question about progression it was explained that all three FE member boards had a progression to internal HE target of 2% and that this target was linked specifically to Luminate Strategic Priority 4, *HE International and Student Home Growth*.

Regarding the FE student survey targets, board members enquired about response rates and were informed that these were high particularly at Printworks campus. Board members were impressed that the college was achieving student satisfaction results over 90%.

The board challenged the self-assessment target of Outstanding. The Deputy CEO Curriculum and Quality explained that there were three areas of focus which required further improvement i.e. Value Added A level scores, inconsistent achievement rates and two grade 4 departments (i.e. Engineering and Supportive Engagement provision). It was agreed that this target would remain as is.

RESOLVED:

To recommend the proposed targets to Group Board for inclusion in the Luminate Group Strategic and Operational Development Plan 2025/26

10. Capital Projects Update

The Group Vice Principal Development provided a statement on capital project progress which was read out by the Deputy CEO & Executive Principal. The update included:

- **Enfield House, Mabgate** - a Yorkshire Water issue at Studio 24 was having a significant impact on the Enfield House project budget and programme. Board members sought and received assurance that staff and students were informed about delays to opening dates.
- **Park Lane C Block** – Now achieved practical completion with only minor snagging works remaining. The building will be utilised for teaching from September 2025. The Governance Manager undertook to coordinate a tour of the building.
- **Pudsey Sixth Form College** – Continuing to make strong progress onsite with completion expected for 15 July 2025.
- **Temple Newsam** – This project has been delayed due to two main issues: firstly, re-inclusion of Rose Lodge requires DfE change approval and impacts the programme which was anticipated to finish after the grant drawdown deadline and therefore any spend beyond 6 March 2026 will be at the group's cost. Secondly, delays with completion of the Agreement for Lease with Leeds City Council. An extraordinary group board meeting is scheduled for 25 June to determine a route forward for this project. The Governance Manager undertook to share the outcomes of the extraordinary group board meeting.

PERFORMANCE MONITORING AND SCRUTINY

11. Quality of Education

a) In Year Student Data, Predicted Student Outcomes & On Programme Survey Results

The Deputy CEO Curriculum and Quality presented this paper and reassured board members that overall achievement was predicted to meet target and overall retention at 94.2% was three percentage points above the national rate (albeit slightly below last year). With 22 planned withdrawals predicted achievement for apprenticeships was 68.8%. It was noted that apprenticeship delivery at Leeds City College and Keighley College had been reorganised to form one central department.

English and maths Progress Scores were currently slightly below target but remain positive. A Level Value Added was reported as slightly below target and board members were reassured that interventions would be in place to support with progress during 2025/26.

'On Programme' survey results were strong with many questions over 90% satisfaction rate.

b) Progress against Quality Improvement Plan (QIP)

The Deputy CEO Curriculum and Quality confirmed that three of the six QIP actions would carry over to 2025/26. Whilst good progress had been made there was still scope for improvement on A Level performance, routine attendance and accurate tracking of EHCP targets on the Navigate system.

It was reported that the Digital and IT department was making good progress. However, limited progress had been evidenced in Engineering. The Supported Engagement Provision had now also been identified as grade 4. It was noted that a curriculum review would take place prior to 2025/26 for Engineering and the Supported Engagement Provision.

12. Feedback from Pudsey Sixth Form College Oversight Committee

The Pudsey Sixth Form College Oversight Committee met for the first time on 28 April, chaired by Ann Forsaith. A highlight report from that meeting was presented by the Deputy CEO & Executive Principal. The Executive Team provided board members with assurances on staff and student recruitment. The board enquired about success measures for Pudsey Sixth Form College which were interpreted by the Executive Team as 'happy students, happy staff and strong recruitment in 2026/27' (c.200 students).

A cross section of Group, LCC and Property Strategy Committee members had attended a site tour in June. The building will open September 2025.

13. Subcontractor Monitoring Report

The Deputy CEO & Executive Principal explained that steady progress was being made with a small number of subcontractors. In terms of financial and quality measures the subcontractors were performing well. In response to a question on risk the board were reassured that these were being carefully managed.

14. Financial Performance

a) Financial position & Forecast 2024/25

The Chief Financial Officer (CFO) presented the Financial Position and Forecast dashboard. It was reported as showing as slightly below the EBITDA target, but the position was expected to improve before the end of the year. Strong 16-18 and Adult learner growth was offset by lower than planned apprenticeship starts. The National Insurance rises introduced in April 2025 were evidently impacting.

b) Draft Operating Budget Assumptions 2025/26

The CFO explained that the operating budget for 2025/26 had a very strong EBITDA of 11.8% due to anticipated growth in 16-18 student numbers, reflecting the demographic uplift. Apprenticeship income was highlighted by board members and the growth clarified by the CFO as the movement of Keighley College apprenticeships to a central department.

The Chair reminded board members that all college financials are scrutinised by the Group Finance Committee.

RESOLVED:

To recommend the LCC Draft Operating Budget 2025/26 to Group Board for inclusion in the group operating budget.

The meeting closed at 6.50pm