

LEEDS COLLEGE OF BUILDING

CORPORATION MEETING

Minutes of the meeting held on Tuesday 23 January 2018 at 4.00 pm in Meeting Room 1, North Street.

PRESENT:

Andrew Iveson (Chair)
Ian Billyard
Emma Caven
Andrew Kenny
Dr Ivan Nip
Luke Norris
Peter Norris
Mark Roper
Rachel Smalley
Marc Townsend
Kathryn Wilkinson
Philip Williams

IN ATTENDANCE:

Derek Whitehead (Deputy Principal and Executive Director of Curriculum & Quality)
David Pullein (Executive Director of Finance & Resources)
Craig Williams (Clerk to the Corporation)
Nancy Fearnside (PA - minutes)
Robert Smith (Apprenticeship Contracts Manager – Item 7)
Karen Rolinson (Director of Human Resources – Items 8, 9, 10, 11, 12 & 13)

**ACTION
BY AND
TARGET DATE**

1. CHAIR'S AND GOVERNORS' COMMUNICATIONS

1.1

The Chair welcomed members to the meeting and wished everyone a Happy New Year.

1.2

The Clerk noted that Simon Bray was unable to attend the meeting today due to personal circumstances; it was therefore agreed that his period of office would commence from 20 February 2018.

1.3

The Chair noted that N Fearnside had sent out the Governors' Communication on 10 January 2018 and B Tanna had sent out an update on the Portal on 3 January 2018.

1.4

The Clerk circulated the confidential minutes from the Ofsted Inspection Task & Finish Group held on 15 January 2018 for noting under Item 27I; these would be collected in at the end of the meeting.

2. APOLOGIES FOR ABSENCE

Apologies for absence were received from Mike Berry, Julia Evans and Kelvin Pollard.

3. DETERMINATION OF OBSERVERS / ATTENDEES

The Corporation agreed attendees / observers at the meeting as per the attendance list above.

4. DECLARATION OF INTEREST

M Townsend declared an interest in Item 8.

5. MINUTES OF THE LAST MEETING

The minutes of the meeting held on 18 December 2017 were approved as a true record.

6. MATTERS ARISING

6.1 Ref Min 6.3

This item was carried over.

6.2 Ref Min 7

Actioned.

6.3 Ref Min 9

Actioned.

6.4 Ref Min 9

Actioned.

6.5 Ref Min 9

Actioned.

7. PRESENTATION ON WORK-BASED LEARNING

D Pullein introduced Robert Smith (Apprenticeship Contracts Manager), who oversees the Work-based Learning unit.

R Smith gave a presentation regarding Work-based Learning. The following key points were noted:

- The Work-based Learning team look after Apprenticeship provision across the College, both in-house and sub-contracted, supported by R Slater, Project Manager.
- The team consists of 1 Apprenticeship Contracts Manager, 11 Employer Engagement Advisors (EEA), 2 Work Placement Officers, 3 Administrators and a 0.2 Quality Improvement & Enhancement Co-ordinator. R Smith gave a brief overview of their roles.
- The unit is currently recruiting EEAs (various positions) and one Work Placement Officer.
- R Smith noted that more and more employers are coming to the College to advertise their vacancies.
- Apprenticeship numbers to date stand at 733 16-18, 729 19+ (overall 1,462). Levy paying Apprenticeships are currently 264, with 287 non-Levy paying Apprenticeships. Overall, there have been 551 new Apprenticeship starts. 70 Apprenticeships are still being progressed over and above this figure.

7. PRESENTATION ON WORK-BASED LEARNING (continued)

- Previously WBL was audited as 'Weak' with over 30 negative actions. Subsequently WBL has been graded 'Substantial' and only one negative partially achieved action is outstanding.
- Apprenticeships received Grade 2 (Good) at the recent Ofsted Inspection. Some areas for improvement were identified and these are being progressed.
- Strategic planning of work placements is taking place to improve the number and management of these.
- Key challenges include improving Overall Achievement Rate (OAR) whilst narrowing the gap between OAR and Timely Achievement Rate (TAR); ensure all staff know the Apprentices' start and expected end dates; monthly reports circulated highlighting outstanding / impending achievements; regular liaison with Faculties and improvements to initial advice and guidance to ensure range of evidence is achievable. The Deputy Principal chairs a middle management group that analyse statistics monthly, together with outstanding in-year achievements and OAR.
- A recruitment service is offered for employers. 189 vacancies were advertised in 2016/17 resulting in 137 Apprenticeship starts. To date 3 vacancies have been advertised in 2017/18. The WBL team also offer a full administration service to employers.
- 314 work placements were arranged in 2016/17.
- A lot of work was carried out prior to the Apprenticeship Reforms and R Smith believes the Unit is in a strong position. However, he acknowledged that there are still many unseen / unknown issues.
- A D-lock report is received on a monthly basis and the team are having to contact employers to explain the process and talk them through this.

M Roper stated that there had been a national announcement recently stating that the number of Apprenticeships was down. R Smith agreed but confirmed that this has not affected the College; however, D Pullein stated that it has affected Achieve Through Learning (ATL) Ltd. M Roper stated that he has engaged someone to analyse this data and would share this with the College when available.

MR
As appropriate

R Smith noted that some employers are carrying on with the old system and suggested that the College needs to be more proactive next year.

K Wilkinson queried the 189 vacancies advertised and asked how this correlated to the overall figures. R Smith stated that some Apprentices already have employers who send them to the College.

P Norris raised the question of staffing resources. R Smith confirmed that the unit is currently advertising for new staff. D Whitehead stated that there are pressures in all areas but generally the College is managing through the good flexibility of staff to cover groups / caseloads of students / Apprentices.

E Caven asked if Apprentices were coming through new employers not currently working with the College or if existing were sending more Apprentices. R Smith stated that it was probably 50/50 and still a mixed picture with some Levy paying organisations wanting to use every penny of their Levy contribution and others still getting to grips with their training and development needs.

7. PRESENTATION ON WORK-BASED LEARNING (continued)

The Chair thanked R Smith for his presentation. The Clerk confirmed that the PowerPoint presentation would be placed on the Governors' Portal for information.

8. PAY POLICY

K Rolinson presented the revised Pay Policy, which has been reviewed and agreed by Senior Management Team and the recognised Trade Unions.

The main amendments relate to Starting Pay, Incremental Pay Rises, Pay Awards / New Posts / Vacancies, Current Postholders (clarifying the roles and reflecting current practice) and Qualification Requirements.

The Corporation approved the Pay Policy.

9. SAFEGUARDING CHILDREN AND VULNERABLE ADULTS POLICY

K Rolinson presented the revised Safeguarding Children and Vulnerable Adults Policy, which has been reviewed to ensure it is compliant with current legislation and the 'Keeping Children Safe in Education' statutory guidance.

The key amendments relate to the roles and responsibilities of Designated Safeguarding Staff and the role of business support managers in Safeguarding Risk Assessment Panel Meetings. K Rolinson noted that K Wilkinson is now the designated Governor with responsibility for child protection and safeguarding.

M Roper asked if anything regarding Safeguarding had come out of the Ofsted Inspection. D Whitehead stated nothing had been raised which would affect the Policy and Ofsted were very complimentary and positive about the College's Safeguarding arrangements and support for students.

The Corporation approved the Safeguarding Children and Vulnerable Adults Policy.

10. SAFEGUARDING AND PREVENT ANNUAL REPORT FOR 2016/17

K Rolinson presented the Safeguarding and Prevent Annual Report for 2016/17.

Dr I Nip noted the proportion of 16-18 year olds in College and queried whether this had any impact on student behaviours around College; it was confirmed that no major behaviour issues had been highlighted.

A Kenny asked if Ofsted looked at Safeguarding & Prevent. D Whitehead stated that Ofsted do look at disadvantaged students. Inspectors had commented that the College has some very good Prevent resources and inductions but more work is required to reinforce these in the curriculum and students to be confident in articulating how this may affect them and how they would remain safe; this is part of the PIAP.

The Corporation noted the Safeguarding and Prevent Annual Report for 2016/17.

11. EQUALITY INCLUSION AND BRITISH VALUES ANNUAL REPORT FOR 2016/17

K Rolinson presented the Equality Inclusion and British Values Annual Report for 2016/17.

R Smalley queried the number of students declaring a disability; this included medical conditions and R Smalley felt that this might inflate the percentage somewhat. K Rolinson stated that she would look into it and ask J Miah to provide R Smalley with a breakdown.

KR
1 Feb. 2018

R Smalley also noted that 6.9% of the student population were female and this had been compared to the total number of women working in the UK construction workforce, ie less than 1% of the total workforce. R Smalley stated that the figure for females in construction is 12%. The Chair noted that this also included administrative workers etc. E Caven suggested that the last sentence could be reworded. K Rolinson noted this point and would speak to J Miah regarding this.

KR
1 Feb. 2018

Dr I Nip stated that we needed to encourage females into the College. I Billyard agreed but noted that traditionally construction is male dominated and it is difficult to break this culture. However, the College is still trying to recruit more females.

K Wilkinson queried the data on page 15; K Rolinson explained that the highlighted figures were the variance between male and female, BME and White British etc. Any figure above the College's 5% target was RAG rated Red.

The Corporation noted the Equality Inclusion and British Values Annual Report for 2016/17.

12. STAFF SURVEY REPORT FOR 2016/17

K Rolinson presented the Staff Survey Report for 2016/17.

M Townsend noted that a follow up survey had been undertaken and asked what the results of this survey were. K Rolinson stated that the key issue was around IT resources. The results of the follow up survey would be circulated for information.

KR
1 Feb. 2018

The Corporation noted the Staff Survey Report for 2016/17.

13. ANNUAL STAFFING REPORT & ANNUAL SICKNESS REPORT FOR 2016/17

K Rolinson presented the Annual Staffing Report and Annual Sickness Report for 2016/17.

P Norris noted the increase in absence due to stress and mental ill-health. K Rolinson stated that training sessions to raise awareness of stress and mental ill-health have been implemented. It was also noted that there has been an increase nationally in stress / mental ill-health absence.

13. ANNUAL STAFFING REPORT & ANNUAL SICKNESS REPORT FOR 2016/17 (continued)

A Kenny queried the referrals for counselling; K Rolinson stated that three referrals had been made where the College has paid for counselling due to the delays with accessing free services through IAPT (Improving Access to Psychological Therapies).

K Rolinson confirmed that a Mental Well Being Policy is in place, together with stress assessments and access to counselling.

The Clerk asked K Wilkinson if there had been any noticeable increase in these issues within education at the Council; she confirmed that this was the case.

M Roper asked if mental health first aid training is carried out. K Rolinson confirmed that training for 60+ members of staff (eg managers, Curriculum Managers, ILS / Support Services etc.) has been implemented and is ongoing.

Dr I Nip asked what support was available to assist staff; K Rolinson stated that the Safeguarding team have access to various external services / facilities.

A Kenny asked if there were any common themes emerging; K Rolinson stated that there were various reasons recorded but no common theme. She noted that the College is now better at recording / understanding these issues.

The Corporation noted the Annual Staffing Report & Annual Sickness Report for 2016/17.

14. OFSTED INSPECTION REPORT AND POST INSPECTION ACTION PLAN

D Whitehead presented the Ofsted Inspection Report for information and the Post Inspection Action Plan (PIAP) for approval.

The Inspection Report has now been published on Ofsted's website. D Whitehead noted that of the 7 key areas for improvement, 6 of these related to 16-19 Study Programmes.

D Whitehead has pulled together the PIAP, which details all 7 key areas for improvement, together with all other areas for improvement that were mentioned in the actual report. D Whitehead stated that the College is still looking at the PIAP and Operational Plan to move the College to Outstanding.

The Senior Management Team have fed into the PIAP and this has been shared with the College Management Team and Unions. D Whitehead, on behalf of the Senior Management Team, recommended the PIAP to the Board for approval.

D Whitehead reported that the PIAP will be monitored closely by Senior Management Team led by D Whitehead and a termly report given to the Board, which was agreed by members. It was acknowledged that various actions are already being implemented. Key areas to be addressed are staff accountability, linking Teaching & Learning into appraisals and looking holistically at 16-19 Study Programmes. A progress column will be added to the PIAP and RAG rated, with an evidence base collected as appropriate.

14. OFSTED INSPECTION REPORT AND POST INSPECTION ACTION PLAN

(continued)

D Whitehead noted that the current Ofsted regime is under consultation but the normal process is that an HMI Inspector is assigned to monitor the PIAP and would visit the College in 7 to 13 months (currently Ofsted are considering feedback from the sector on how they should address and work with providers with Grade 3 / 4). A full Inspection will then take place within the next 2 years, which will cover the full Common Inspection Framework.

Key findings have been presented to staff and all staff were disappointed with the results but recognise the need for improvement in some areas.

K Wilkinson emphasised that Governors need to monitor and 'own' this plan, focusing on Teaching & Learning, which D Whitehead agreed and the PIAP would help do this. Manager inputs to the Board stating how they are addressing PIAP actions will be given as appropriate. D Whitehead felt that, where the report was critical about governance, it was more about accountability when targets are not being achieved, with attendance being a key issue / example. The Chair suggested that Governors are not currently challenging the Senior Management Team if targets are missed. D Whitehead stated that any mitigating circumstances / reasons for not hitting targets are reported to the Board through the various reports presented.

M Roper noted that there was a large variance in the College's Self-Assessment compared to what Inspectors felt. D Whitehead acknowledged this and emphasised that this had been challenged during Inspection. D Whitehead did report that from the last Inspection, other than Maths & English outcomes, the College was better in the eyes of the validation panel, particularly around work experience, enrichment, Teaching & Learning, vocational outcomes etc. However, the College was unable to present evidence to convince Inspectors and only meetings that the Inspectors wanted were undertaken. The focus had been mainly on walk-throughs / observations / dual observations by Inspectors.

D Whitehead noted that Adult provision had been graded Outstanding (Grade 1) by the College and this had been agreed by the Validation Panel. This had received a Grade 2 but D Whitehead did feel that this area was worthy of Grade 1 if it was judged on outcomes, but Teaching, Learning & Assessment needed to stack up as being Outstanding and unfortunately it was not. The Grade 2 for Apprenticeships was agreed due to a decline in statistics, but still above National Rate.

The 16-19 Study Programmes were graded Good (Grade 2) by the College but it was acknowledged that there were still problems with Maths & English outcomes. However it had been felt that there was enough evidence to show early improvement, restructure of the area, investment etc. but there was not enough impact for Inspectors to see. D Whitehead did feel that the Grade 3 for this area was disproportionate and harsh, which was reflected across the other four grades, when two out of three areas of provision were good, together with the good points that came out of Study Programmes about skills development etc. The College had been challenged on work experience / placements and it was acknowledged that the Study Programme needs to be more holistic and all elements brought together.

14. OFSTED INSPECTION REPORT AND POST INSPECTION ACTION PLAN
(continued)

D Whitehead stated that many staff teach across all provision areas and acknowledged that different groups may have different needs. He felt that the culture within the College, with the same staff, needs changing; staff are not just teaching a trade / profession but also need to integrate Maths, English and employability skills as appropriate. Training would be required and provided as appropriate; meetings as part of the PIAP have already been set up to help address training needs.

D Whitehead noted that practical and skills development sessions had come out very good in the Inspection but theoretical sessions were not as good. K Wilkinson noted that there had been many positive comments in the report.

The Corporation noted the Ofsted Final Report and approved the Post Inspection Action Plan as a working document.

15. PROGRESS UPDATE ON 2017/18 ANNUAL OPERATIONAL PLANS (LCB AND ATL)

D Whitehead presented the progress update on LCB's and ATL's Annual Operational Plans for 2017/18.

D Whitehead noted that the Governors had previously agreed the Strategic Framework Summary and this is underpinned by the Annual Operational Plan. The progress column (as at Term 1) is RAG rated and evidence included as appropriate. ATL have followed the same process.

M Roper queried the evidence base. D Whitehead stated that a range of sources, such as quantitative data, are triangulated with Data Information Services (DIS) together with finances etc. and crosschecked on the College system. Qualitative information is included wherever possible.

The Corporation noted the progress update on 2017/18 Annual Operational Plans for LCB and ATL.

16. HUNSLET PHASE 2

D Pullein noted that the steel work had been delayed by one week. A site meeting was scheduled next week to discuss this further. An update of the project's budget would be presented at the next meeting.

DP
20 Mar. 2018

The Clerk asked if Clugstons had any connection with Carillion. D Pullein stated that as far as he was aware they did not, however any impact could affect Clugstons supply chain. I Billyard confirmed that the College did not have any Apprentices through Clugstons.

17. PERFORMANCE MANAGEMENT REPORTS (AS AT 5 JANUARY 2018)

D Whitehead presented the Performance Management Reports for 2017/18 (as at 5 January 2018) and gave a brief overview.

Retention is generally very positive at this time. Education & Training: Retention for 16-18 is 98.2% (-0.1% at the same period last year) and 19+ is 97.8% (+0.1% at the same period last year).

17. PERFORMANCE MANAGEMENT REPORTS (AS AT 5 JANUARY 2018)

(continued)

Apprenticeships - OAR is currently 84.9% and TAR is 79.9%. D Whitehead emphasised that the College needs to stop the three-year decline on Apprenticeships. The main areas of concern in Apprenticeships were noted, where there has been accumulative withdrawals across each of the frameworks.

Higher Education remains high, with Retention at 93.5% (-0.9% at the same period last year). Retention on 14-16 Skills Academy is currently 100%.

D Whitehead stated that next month's figures would highlight if there had been any withdrawals since Christmas but staff / admin have been chasing up students not returning after the Christmas break.

Attendance at College level (December 2017) is 89.56% and overall Skills for Life area including Maths & English is 78% (Maths & English on Study Programmes only is 72%). Part-time attendance is 90.43% (+1.37% on the same point last year) and full-time attendance is 88.19% (+1.38% on the same point last year). Punctuality at College level is 96% (against a target of 97%).

D Whitehead drew the Board's attention to the Maths & English interventions and progress. The Skills for Life team are trying to get more students through in-year. A breakdown of Functional Skills and GCSE results were included. There were 7 resits in November 2017 and only one student passed; it was noted that the examination board has increased the grade boundary for a grade 4 by 10%. Without the changes 71% would have passed.

E Caven noted that Pass rates in English & Maths looked low; D Whitehead stated that students are being entered for exams in-year and these results were Term 1 only. Results are banked throughout the year, whilst challenging students, rather than waiting to the end of the year.

D Whitehead noted that Inspectors did state that too many Apprentices do not achieve their Maths & English qualifications and both Skills for Life and WBL teams are monitoring and implementing interventions to ensure optimisation of outcomes. .

A new intervention strategy has been implemented for Maths & English to accelerate progress with students. Key dates for English and Maths for the remainder of the year were noted.

ATL Education & Training – 16-18 all levels (1&2) currently shows 100% retention. This is the first year ATL have offered 16-18 provision and there is therefore no comparison with last year. 19+ Retention all levels is currently 99.5% (compared to 97.6% at the same period last year). Apprenticeships OAR is currently 88% and TAR is 84.4%. Maths & English is also a key issue for ATL.

Background reports were attached for information.

The Corporation noted the Performance Management Reports as at 5 January 2018.

18. UPDATE ON SUB-CONTRACTING

D Whitehead presented a report on sub-contracting for LCB and ATL. The report detailed all sub-contractors including Hub & Spoke providers who are delivering Apprenticeship provision nationally.

LCB's sub-contracted provision is approximately £1,090,567 based on continuers only. This will increase once all new Apprentices were known. ATL's sub-contracted provision is approximately £600k. These figures are based on the full LARS value with a management fee of 20% or 15%.

D Whitehead noted that management of sub-contracted provision had come out positive during the Inspection. An external audit will need to be carried out on both LCB's and ATL's sub-contracting arrangements but no timescale from the Education & Skills Funding Agency was yet known.

The Corporation noted the update on sub-contracting.

19. STUDENT SURVEY REPORT (SPOC1) 2017/18

D Whitehead presented the Student Survey Report (SPOC1) for 2017/18.

The key performance questions were noted. "I enjoyed being at College" was RAG rated Red but at 94% is still high. Particular attention needs to be placed on improving perceptions in HECDM FE and HE to bring them closer to the College averages or better.

The Corporation noted the Student Survey Report (SPOC1) for 2017/18.

20. ANTI-FRAUD & BRIBERY POLICY

D Pullein presented the Anti-Fraud & Bribery Policy, which has been reviewed, but no changes made.

The Corporation approved the Anti-Fraud & Bribery Policy.

21. VALUE FOR MONEY POLICY

D Pullein presented the Value for Money Policy, which has been reviewed, but no changes made.

The Corporation approved the Value for Money Policy.

22. MANAGEMENT ACCOUNTS FOR 31 DECEMBER 2017

D Pullein presented the Management Account Position Statement as at 31 December 2017.

D Pullein stated that the issue regarding Apprenticeship income has been resolved and could now be projected better, with any issues highlighted. £200k had been taken from the forecast outturn but will now be put back in.

22. MANAGEMENT ACCOUNTS FOR 31 DECEMBER 2017 (continued)

D Pullein noted that there are potentially 100 students who will progress to Higher Apprenticeships in February 2018, which are not included in the numbers. He anticipated that the Apprenticeship target would be over-achieved.

P Norris queried the projected December salary payment of £1,114,818 on the Cashflow Forecast; this was much lower than the actual figure. D Pullein would look into this as he felt this might be a mistake.

DP
5 Feb. 2018

M Roper noted the 20 cash days in hand and asked whether the College should be worried about this. D Pullein stated that this was not an issue and January's cash would assist on this.

With regard to ATL, D Pullein stated that in their last meeting A Heseltine reported that more new starts (approximately 40) were in the pipeline for next month, which is a positive improvement.

A Kenny queried the lagged funding on 16-18. D Pullein stated that this would result in a shortfall next year of approximately £300k and that the extra Apprenticeship Levy income should compensate for this.

The Corporation noted the management account position statement.

23. REVISED HEALTH & SAFETY POLICY

D Pullein presented the revised Health & Safety Policy. At the last OHSAS 18001 external audit a recommendation was made that the roles and responsibilities within the Health & Safety Policy were too specific to procedural requirements and should be more generic. This has now been reviewed and amended accordingly.

The Corporation approved the revised Health & Safety Policy.

24. ELECTION OF CHAIR (ELECT)

The Clerk reported that four nominations had been received for Chair (Elect); all were for the same person: Julia Evans.

The Corporation approved the nomination of J Evans as Chair (Elect).

The Clerk noted that nominations for Vice Chair (Elect) would now be required and would commence due process in February 2018 and report back to the Board in March 2018.

CW
1 Feb. 2018

25. ACHIEVE THROUGH LEARNING LTD SELF-ASSESSMENT REPORT 2016/17

The Corporation noted ATL's Self-Assessment Report for 2016/17.

26. MID-YEAR REVIEW OF GOVERNANCE KPI'S AND DEVELOPMENT PLAN

The Corporation noted the mid-year review of Governance KPI's and Development Plan.

27. CONFIDENTIAL MINUTES FROM THE TASK & FINISH GROUP HELD ON 15 JANUARY 2018

The Corporation noted the confidential minutes from the Ofsted Inspection Task & Finish Group held on 15 January 2018, which the Clerk had circulated earlier. These were then returned to the Clerk by members.

DATE OF NEXT MEETING

The next meeting is the Governors' Away Day and is scheduled to take place on Tuesday 20 February 2018 at 9.00am at The Village Hotel, Otley Road, Headingley, Leeds LS16 5PR.

The Clerk gave an overview of the draft agenda and format planned for the day.

Signed for Distribution: Date:
(Chair)

Approved: Date:
(Chair)