

# LEEDS COLLEGE OF BUILDING

## CORPORATION MEETING

Minutes of the meeting held on Tuesday 24 April 2018 at 4.00 pm in Meeting Room 1, North Street.

### PRESENT:

Andrew Iveson (Chair)  
Ian Billyard  
Mike Berry  
Simon Bray  
Julia Evans  
Terry Hodgkinson  
Andrew Kenny  
Dr Ivan Nip  
Peter Norris  
Marc Townsend

### IN ATTENDANCE:

Derek Whitehead (Deputy Principal and Executive Director of Curriculum & Quality)  
David Nolan (Interim Executive Director of Finance & Resources)  
Craig Williams (Clerk to the Corporation)  
Nancy Fearnside (PA - minutes)  
Karen Rolinson (HR Director – Items 7, 8 and 16)

**ACTION  
BY AND  
TARGET DATE**

## 1. CHAIR'S AND GOVERNORS' COMMUNICATIONS

### 1.1

The Chair noted that some Governors had attended the student discussion sessions prior to the meeting and thanked them for their time and feedback to the Deputy Principal.

### 1.2

The Chair welcomed Mike Berry back following his absence.

### 1.3

The Chair reported that Kelvin Pollard has resigned from the Board with immediate effect due to his work commitments. He will however still be working with the College through BAM Nuttall. A letter thanking Kelvin for his contribution would be sent on behalf of the Board. The Clerk would action this.

**CW  
1 May 2018**

### 1.4

The Clerk gave a brief update on the recent Search & Governance meeting held on 21 March 2018. The Governor Visit Protocol was updated following the meeting and this has been circulated. A panel of the Search & Governance Committee are interviewing three new Governors on 2 May 2018 and 9 May 2018.

### 1.5

The Clerk requested that if any Governors are interested in joining the Student Liaison Committee they should contact him. S Bray stated that he would be happy to join this Committee.

**ALL  
1 May 2018**

**1. CHAIR'S AND GOVERNORS' COMMUNICATIONS** (continued)

**1.6**

I Billyard gave an update on Achieve Through Learning Limited (ATL); a restructuring exercise was agreed at the last ATL Board meeting on 18 April 2018. This exercise is necessary to bring spending / income in line and D Whitehead and D Nolan are actioning this. .

I Billyard requested that the Clerk progressed a volunteer from the independent Governors on the Board to join the ATL Board.

**CW  
27 April 2018**

**1.7**

D Whitehead noted that all five students nominated for BTEC Awards have progressed to the next stage; the College was also nominated for Apprenticeship Provider of the year, together with a staff award. Good results were also noted at the recent BESA (Yorkshire) Award event. The Clerk would send a letter congratulating students on their achievement.

**CW  
1 May 2018**

**2. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Rachel Smalley, Luke Norris and David Pullein.

**3. DETERMINATION OF OBSERVERS / ATTENDEES**

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

**4. DECLARATION OF INTEREST**

D Whitehead and D Nolan declared an interest in Agenda Item 16.

**5. MINUTES OF THE LAST MEETING**

The minutes of the meeting held on 20 March 2018 were approved as a true record.

**6. MATTERS ARISING**

**6.1 Ref Min 6.3** (summary of action points 18 December 2017)

The Equality, Inclusion & Human Rights Policy was presented under Agenda Item 7.

**6.2 Ref Min 1.5**

Actioned.

**6.3 Ref Min 6.6**

Actioned.

**6.4 Ref Min 6.8**

D Nolan reported that the cashflow has been reduced due to the amount that will need to be paid out on Phase 2, which could be up to £1.4m. He intended to try to keep the cash balance over £2m and the situation will be reviewed regularly.

**6. MATTERS ARISING** (continued)

**6.4 Ref Min 6.8** (continued)

T Hodgkinson queried the position of the project. D Whitehead stated that currently the programme is 12.8 days behind; the expected end date has therefore been moved on one week and Clugstons are confident the remainder will be picked up.

**6.5 Ref Min 7**

Actioned.

**6.6 Ref Min 10**

D Whitehead confirmed that he had spoken to the Librarian regarding reading material suitable for students with a reading age under 11. The Library has a number of different resources available, eg young adult fiction, quick reads, construction textbooks from Level 1 upwards etc. Reading competitions are also held for students at all levels.

I Billyard stated that this point ties in with the bid for Phase 3, which included a Town Library.

**6.7 Ref Min 10**

M Berry noted the point regarding STAR reading assessments, the low / very low literacy / numeracy levels of College students and that 70% of full-time students have a reading age of 11 or below. He emphasised that this point should be recorded in the College Self-Assessment reports.

**7. EQUALITY, INCLUSION AND BRITISH VALUES POLICY**

K Rolinson presented the revised Equality, Inclusion and British Values Policy, which has now been finalised following discussions between Rachel Smalley (Governor) and Jubar Miah (Equality, Inclusion & Safeguarding Manager). The changes were shown in red.

T Hodgkinson raised the question of Item 5.1 and how Governors will oversee that the College complies with equality legislation. K Rolinson stated that an annual Equality, Inclusion & Safeguarding Report is produced and presented to the Board. T Hodgkinson asked whether this report is scored; K Rolinson stated that it was not scored but full narrative and statistics were included within the report. The Clerk confirmed that the previous report was available on the Governors' Portal.

J Evans queried item 4.2 that referred to the nine protected characteristics named in item 1.2, which did not appear in the report. It appeared that some pages were missing from this report and the Clerk apologised for this error.

J Evans noted that Equality & Inclusion is not just within Human Resource's remit but also Marketing etc. K Rolinson stated that J Miah and C Izzard (Marketing Manager) do liaise closely and C Izzard is a member of the Equality, Inclusion & Safeguarding Committee, together with Faculty Directors and cross-College members.

## 7. EQUALITY, INCLUSION AND BRITISH VALUES POLICY (continued)

T Hodgkinson asked if any targets had been set within the Policy for recruitment. K Rolinson stated that a target is in place to close the achievement gap but not specifically regarding recruitment. D Whitehead stated that targets for recruitment (ie BAME and female) are included in the Three Year Development Plan. BAME, female and disabled recruitment currently stands at 14%, 8% and 29% respectively. Disabled recruitment is +12% on the national average.

J Evans noted that female recruitment is an ongoing issue and T Hodgkinson acknowledged that it is very difficult to increase female numbers. However, it was felt that the construction industry has improved its image in recent years.

D Whitehead stated that female recruitment in HE Construction Design & Management on Transport Planning is good and there are also a number of female teaching staff in this area, together with Skills for Life and one in Construction Crafts / Services.

P Norris suggested that Item 9 should include the “managing” of information collected. This was agreed.

**The Corporation approved the revised Equality, Inclusion and British Values Policy, subject to the amendment on Item 9 noted above.**

## 8. GENDER PAY GAP REPORT

K Rolinson presented the College’s Gender Pay Gap Report for 2017. The key details were included in the Executive Summary. The report has been published on the Government / College websites in line with legislation.

J Evans noted the high number of females working in part-time roles / lower paid work and queried whether the College has a policy on flexible working. K Rolinson stated that the Flexible Working Policy is used internally for existing staff. It was suggested that this could be advertised externally to try to attract more females.

M Berry noted the differences between management and teaching & learning staff.

M Townsend felt that the second point on Page 7 could be changed to read “succession planning and *implement* innovative development opportunities”. K Rolinson stated that this would be considered when the next report is produced.

J Evans noted the sterling work that had gone into producing the Gender Pay Gap Report.

**The Corporation noted the Gender Pay Gap Report.**

## 9. UPDATE ON HUNSLET PHASE 2

I Billyard reported that the project is progressing fairly well, with no major problems.

**9. UPDATE ON HUNSLET PHASE 2** (continued)

The building will be semi watertight by mid-May and fully watertight by July.

T Hodgkinson asked if the contract included fit-out and what would happen if the contract overran; D Whitehead confirmed this was the case and stated that from a curriculum point of view there is a contingency in place. The lease on Millwright Street will be extended to be on the safe side and allow the College more time to complete the movement of curriculum between North Street and Hunslet and Millwright Street and North Street, reducing any impact on students.

T Hodgkinson asked what areas would be going in to Phase 2. D Whitehead stated that Heating & Ventilation, some Plumbing and Electrical would move to Phase 2, together with some HE professional courses. Once Millwright Street was disposed of, Painting & Decorating would move to North Street following refurbishment and some Plumbing would move to the new site.

M Townsend asked if the costs for refurbishing North Street have been established. D Whitehead stated that the College is liaising with Turner & Townsend regarding this and once finalised this will be reported to the Capital Working Group, together with appointing a contractor etc.

The Chair noted that a Capital Working Group is scheduled for 5 June 2018 and suggested that T Hodgkinson joined the group. This was agreed and the Clerk would forward details as appropriate.

CW  
27 April 2018

D Nolan confirmed that the project is on budget and there were no issues.

**The Corporation noted the update on Hunslet Phase 2.**

**10. PERFORMANCE MANAGEMENT REPORTS (AS AT 6 APRIL 2018)**

D Whitehead presented the Performance Management Reports for 2017/18 (as at 6 April 2018) and gave a brief overview.

Education & Training: Retention overall for 16-18 is 92.6% (-0.3% at the same period last year) and 19+ is 96.6% (+0.1% at the same period last year). Achievement now needs to be optimised. Details of withdrawals were noted.

Apprenticeships – Overall Best Case Achievement Rate (OAR) is currently 80.9% (-0.5% at the same period last year) and Timely Achievement Rate (TAR) is 78.5% (+3% at the same period last year). D Whitehead emphasised that all elements across the framework need to be achieved, including Maths & English as appropriate. A key area of concern is Electrical; this is a four-year programme and any withdrawals have a knock on effect over the duration. The new Standards would also be three-year programmes, which could be a cause for concern. The first Transport Planning cohort is due to achieve and the College has had to really push for the End Point Assessment to be finalised, which should have already been in place. This could affect timely achievement for this cohort.

Higher Education remains high at 93.5% (+0.3% at the same period last year). Retention on 14-16 Skills Academy is currently 100%, although D Whitehead noted that this would drop slightly next time as one or two students have been withdrawn by the schools.

## 10. PERFORMANCE MANAGEMENT REPORTS (AS AT 6 APRIL 2018)

(continued)

Attendance at College level (April 2018) is 86.97% and overall Skills for Life area including Maths & English is 80.55%. Maths & English on Study Programmes only is 76.52% English and 77.83% Maths.

D Whitehead stated that attendance needs to improve to mirror College level attendance. T Hodgkinson challenged D Whitehead and asked how this would be achieved. D Whitehead gave examples of the various strategies being implemented, of which some were included in the report. As a last resort, the Disciplinary Procedure would be used.

D Whitehead drew the Board's attention to the Maths & English update report.

Wherever possible Functional Skills achievements are being banked in-year. Preparation for GCSE exams are continuing and a Grade 4 / 5 is being aimed for within the grade band 1-9. D Whitehead noted that results are also subject to grade boundary changes.

T Hodgkinson asked what awarding bodies the College uses. D Whitehead stated that City & Guilds, AQA and BTEC are used.

D Whitehead noted that a significant impact is required on Maths & English results, bearing in mind the reading age of students and also staff being challenged. D Whitehead was concerned that improvement to National Rate may not be achieved this year, particularly GCSEs & Level 2 Functional Skills, and outlined a range of activities staff were undertaking to improve performance.

### **Achieve Through Learning Ltd**

16-18 – D Whitehead noted that this provision (15 students overall) is not funded by the ESFA and was trialled by ATL. It was agreed that this would not be continued next year. D Whitehead confirmed that the statistics would not appear on ATL's or the College's overall data monitored by Ofsted. 19+ Retention overall is 92.8% (+1.3% on the same period last year). Apprenticeships – Overall Achievement Rate (OAR) is currently 85.1% (-1.7% at the same period last year) and Timely Achievement Rate (TAR) is 75.7% (-3.6% at the same period last year).

D Whitehead stated that he would bring predicted College and ATL achievements to the May Board meeting.

DW  
22 May 2018

M Berry noted that 16-18 and 19+ retention is likely to be the same as last year, or better. Increases in achievement rates will depend on pass rates. He noted that the College has normally been good at achieving high pass rates (with the exception of last year where all were below national average). It is essential that 16-18 pass rates are improved and asked what was being done to address this.

D Whitehead stated that the teams are scrutinising students more closely and individual intervention implemented where appropriate. A new tracking system for Maths & English has been introduced and 1:1 ALS is put in place as appropriate.

**10. PERFORMANCE MANAGEMENT REPORTS (AS AT 6 APRIL 2018)**

(continued)

D Whitehead noted that staff did a good job retaining students last year; 16-18 pass rate (including Maths & English) was 85% and high at 93% (excluding Maths & English). This did impact on achievement rate: 70% (including Maths & English), -8% National Rate, and 80% (excluding Maths & English), +2% National Rate. Staff are aware that pass rates need to improve and the wider elements of the Study Programme will help.

M Berry noted the attendance at 86.97% against the target of 90%. He queried whether the target was too aspirational based on previous years' trends and if it needed to be reduced. D Whitehead stated that this would be considered for next year but he did not want to change targets in-year. M Berry asked what more was being done to improve / meet the target and D Whitehead explained strategies / intervention in place.

A Kenny noted the revision sessions. D Whitehead stated that there had been a slight improvement on attendance at the Easter sessions and staff are encouraging students to attend wherever possible.

T Hodgkinson queried the delay in processing students for exam entry. D Whitehead stated that students are offered the choice of paper-based or on-line exams. The process for paper-based exams takes far longer than for on-line exams. D Whitehead stated that if students are referred then they are given enough revision to ensure they hopefully pass the next time.

**The Corporation noted the Performance Management Reports as at 6 April 2018.**

**11. UPDATE ON POST INSPECTION ACTION PLAN (PIAP)**

D Whitehead presented the progress update on the PIAP, which was previously approved by the Board and building on a brief update given at the Away Day. The Plan has been RAG rated as appropriate.

Topics have been suggested for presentation at next year's Board meetings and these have been linked to the PIAP so Board members can monitor progress and developments, as previously requested, including PIAP updates. Following Inspection the spring term has consisted of self-reflection, reviewing existing documentation, start of trial CPD programme to support staff etc. The May Training Day will be used to roll out some of the revised documentation over the summer, with the majority being implemented in September 2018, which will be the year to demonstrate main impact against the PIAP.

J Evans noted that a lot of work has gone into the detailed PIAP and asked whether the College is sufficiently resourced. D Whitehead confirmed that we are working within the current budget. Inspectors did say that the majority of the College's documentation was in place but needed refining and compliance is the key issue. D Whitehead said that part of the internal audit plan would be used for areas to be audited as another source of audit compliance; P Norris endorsed this and confirmed that a meeting has been scheduled with Wylie Bisset to look at the audit plan for next year.

**11. UPDATE ON POST INSPECTION ACTION PLAN (PIAP) (continued)**

P Norris queried the Performance Improvement Plans (PIPs). D Whitehead stated that these are used as a last resort and a number are in place in vocational areas and Skills for Life. He confirmed that most staff have shown improvement, although some have left the College. D Whitehead stated that a second cycle of Teaching, Learning & Assessment observations are currently ongoing and the annual OTLA Report will be shared with Governors in July, pulling together November's OTLA window / peer observations / Window 2.

**DW  
3 July 2018**

D Whitehead noted that some interventions have just started and managers are driving the PIAP. Three sessions of Back to Basics will be delivered on Training Day for all staff. Six CPD sessions have been carried out as a trial for some staff and this will be rolled out as mandatory training for all staff, following a planned group of Training the Trainers in the summer term. D Whitehead emphasised that managers are taking responsibility for driving improvements in Teaching, Learning & Assessment across the College.

J Evans raised the question of critical friends. D Whitehead stated that a full College Self-Assessment is carried out at the end of the year, looking back over the previous year. This is usually around October / November time and M Berry is part of the validation panel. Other Governors could be involved and D Whitehead noted that K Wilkinson would like to be part of the wider self-assessment process and had previously met with D Whitehead. D Whitehead is looking for someone from another provider / college to come in and act as a critical friend in the Self-Assessment process. Various visits to other colleges to share best practice etc. have taken, and will continue to take, place.

D Whitehead noted that a Strategic Fund regarding improvements is being launched and he would look at bidding for this when the window opens. The College will need to partner with a good / outstanding college and match funding may be required.

M Berry complimented D Whitehead on the quality of the PIAP, the measurable outcomes and the progress being made.

M Berry queried whether the action on Page 2 'taking rapid and effective action to improve weaker areas' should be green. D Whitehead reported that the mechanism of the introduction of Performance Management Reviews is now in place and the next PMR is planned for May 2018. Actions addressed / performance is covered in other sections of the PIAP and rolled-out through the PMRs.

Item 5 Page 11 – M Berry noted that during previous walk-throughs some reliance was noted on PowerPoint presentations. He asked if there were any early indications, following observations carried out, of improvements on theory sessions. D Whitehead stated that there was marginal improvement at the moment but he would rather reserve judgement until all observations have been completed. CPD training roll-out (as above) is required to support staff and help them improve; D Whitehead felt more impact would be seen next year. He stated that more time is required to fully implement the interventions being put in place to support staff.

**11. UPDATE ON POST INSPECTION ACTION PLAN (PIAP) (continued)**

The Clerk noted that the PIAP progress reports would be placed in a discrete PIAP folder on the Governors' Portal to enable Governors to track progress. P Norris felt that the time lapse between termly updates would be too long. D Whitehead reported that updates from managers in future team meetings will support reporting on the PIAP, together with Governor meetings / walk-throughs etc. The Clerk stated that any questions could be posted through the Governors' Portal as appropriate and that walk-throughs were another opportunity for Governors to triangulate PIAP progress.

S Bray queried whether the College is missing a trick and if the PIAP should be the College's action plan rather than Ofsted's. D Whitehead noted that the 2030 Vision Paper reflects where the College wants to be, together with the Strategic Framework Summary; he emphasised that the PIAP needs to clearly answer the improvements following the Inspection and would be a starting point for Ofsted at the monitoring visit, although a full Inspection will look at the full Common Inspection Framework.

D Whitehead noted that Ofsted have revised the Inspection Handbook following consultation, and he had previously sent this out to all staff & Governors. The monitoring visit for Grade 3 providers would take place between 7-13 months and the College is normally given two days' notice. A full inspection would then normally take place within 24 months and follow the Common Inspection Framework. This would give the College time to implement new strategies and show impact.

T Hodgkinson queried whether the RAG ratings should also be scored from 1-10. Members felt that the RAG rating was in line with other college RAG rated reports and it is the impact which is more important.

Dr I Nip asked if there had been any resistance from staff. D Whitehead noted that some staff are concerned about workloads. The College is trying to simplify things as much as possible but D Whitehead acknowledged that the majority of teaching staff come from industry and are now expected to deliver Maths, English, Prevent, Safeguarding etc. and all need to concentrate on the wider elements of the Study Programme. D Whitehead noted that staff are very enthusiastic, work as a team and do not want to be Grade 3, they want to be Good or better.

The Chair asked staff Governors for their input. M Townsend felt that staff have bought into the PIAP and S Bray acknowledged that staff are here to do the best for our students.

**The Corporation noted the update on the Post Inspection Action Plan.**

**12. MANAGEMENT ACCOUNTS**

D Nolan presented the Management Account Position Statement as at 21 March 2018.

**12. MANAGEMENT ACCOUNTS** (continued)

The Adult Education Budget (AEB) continues to be a concern and the expected outcome has been revised to a more realistic figure. The issue with Apprentices not yet showing on the system (approximately £224k) is still ongoing. An additional £100,000 of bursary expenditure is forecast to the end of the year. Overall the projected net outturn is (£522,317), compared to (£364,317) in February 2018.

D Nolan noted that some areas, eg part-time hours, are being monitored very carefully. However, the cash balance is strong and the Bank Covenants are covered.

The forecast financial health score for the year is currently at the top of Satisfactory.

T Hodgkinson noted the net assets. He queried the revaluation reserve and D Nolan confirmed that this related to current buildings only and does not include Phase 2.

The Chair noted that pay as a percentage of income is currently at 59%; it was acknowledged that this needs to remain under 65%. The Chair queried why the 16-18 ESFA numbers are not included within the tables; D Whitehead stated that this is a block grant and is not dependent on numbers.

A Kenny queried the sub-contract figures on Page 7 and why no figures were included in the tables for 16-18 and 19+ Apprenticeships. D Nolan confirmed that these boxes should be greyed-out, as they were not required.

**The Corporation noted the management account position statement.**

**13. EDUCATION SKILLS FUNDING AGENCY (ESFA) REPORTS**

D Nolan presented the following reports:

- a) LCB's 16-19 Allocations Statement for 2018/19 (this is slightly down on the previous year)
- b) LCB's Adult Education and Learner Loans allocations for 2018/19 (a target budget is yet to be agreed)
- c) ATL's Adult Education and Learner Loans allocations for 2018/19 (the AEB allocation is slightly down on the previous year).
- d) Letter on the Assessment of the College's Financial Health (D Nolan confirmed that a letter has been received from the ESFA stating that the College is now out of Notice of Concern).

**The Corporation noted the ESFA reports.**

**14. CODE OF CONDUCT 15<sup>TH</sup> EDITION (EVERSHEDS)**

The Clerk presented a summary of the minor changes to the Code of Conduct, which were considered by the Search & Governance Committee on 21 March 2018 and recommended to the Board for approval.

**The Corporation approved the amended Code of Conduct for Leeds College of Building members.**

**15. SCHEDULE OF MEETINGS FOR 2018/19**

The Clerk presented the Schedule of Meetings for 2018/19. Student discussion sessions prior to the Board meetings have been scheduled. The presentation topics for 2018/19 have been set and these will be linked to progress on the PIAP.

**The Corporation approved the Schedule of Meetings for 2018/19.**

**16. RECRUITMENT OF CEO & PRINCIPAL**

D Whitehead and D Nolan left the meeting at this point.

I Billyard announced his intention to retire on 31 December 2018, after 22 years at the College. He would speak to immediate colleagues and an email would be sent out to staff after the meeting.

The Chair stated that some planning has taken place prior to I Billyard's announcement and a confidential paper was circulated for members' consideration. He apologised that the paper had been tabled but this was due to its confidential nature. Members were given some time to read through the paper.

The Chair stated that he would prefer to get the selection sorted prior to him stepping down at the end of July 2018.

The Chair felt that this situation could raise opportunity for another merger and asked members if they still wanted the College to remain independent.

Members debated the advantages and disadvantages of remaining independent and reflected on the profile of the College as the lead College for construction education and training at both regional and national level.

**Members agreed that the College should remain an independent institution.**

The Clerk noted that the recruitment of CEO & Principal will be the significant issue for the Board in 2018. He felt the programme is manageable and needs to be progressed before summer.

A Selection Committee (ie a task and finish group) would be formed, which would be chaired by A Iveson, together with J Evans and two other Governors. A call out to join the Selection Committee would be progressed by the Clerk. Three meetings would be scheduled (dates to be agreed) for an initial meeting, shortlisting and selection day. Immediately following the selection day an Extraordinary Board meeting would be convened to take the Committee's recommendation.

The timeline within the paper had been pulled together by K Rolinson. T Hodgkinson asked if the process should be carried out externally; it was acknowledged that this would be discussed and agreed at the first Selection Committee meeting.

CW  
27 April 2018

**16. RECRUITMENT OF CEO & PRINCIPAL** (continued)

K Rolinson stated that in her opinion the College has the ability to carry out this process in-house; if necessary some elements could be bought in. The advert would be placed externally (eg TES / FE Week / AoC). J Evans agreed that the HR department have the expertise to carry out the process

The Clerk asked for approval of the Terms of Reference for the Selection Committee, which were included at Appendix 1. **The Corporation approved the Selection Committee's Terms of Reference.**

S Bray raised the question of how this would be communicated to staff, stakeholders etc. The Clerk noted that I Billyard would send a College announcement out to all staff after the meeting; this item was therefore embargoed until 9am the following morning (Wednesday 25 April 2018). Following I Billyard's email, the Chair would also send an email out to all staff.

**IB  
24 April 2018  
AI  
27 April 2018**

**17. WEST YORKSHIRE CONSORTIUM OF COLLEGES**

The update provided by I Billyard regarding the West Yorkshire Consortium of Colleges / Joint Venture Agreement was noted.

**DATE OF NEXT MEETING**

The next meeting is scheduled to take place on Tuesday 22 May 2018 at 4.00pm in Meeting Room 1, North Street.

Signed for Distribution: .....  
(Chair)

Date: .....

Approved: .....  
(Chair)

Date: .....