

LEEDS COLLEGE OF BUILDING

CORPORATION MEETING

Minutes of the meeting held on Tuesday 25 September 2018 at 4.00 pm in Meeting Room 1, North Street.

PRESENT:

Julia Evans (Chair)
Mike Berry
Ian Billyard
Simon Bray
Terry Hodgkinson
Andrew Kenny
Rachel Lindley
Dr Ivan Nip
Peter Norris
Derek Packer
Mark Roper
Professor Dave Russell
Marc Townsend
Kathryn Wilkinson

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)
Wayne Chappelow (Faculty Director, Construction Crafts – Item 7)
Stuart Rees (Faculty Director, Quality & Learning Support Services – Item 7)
Nancy Fearnside (PA - minutes)

**ACTION
BY AND
TARGET DATE**

1. CHAIR'S AND GOVERNORS' COMMUNICATIONS

1.1

The Chair welcomed everyone to the first meeting of the new academic year, particularly new members, Derek Packer and Rachel Lindley.

1.2

The Clerk reported that he is working with the Student Union to identify a Student Governor and hopefully one would be in place for the next meeting.

T Hodgkinson noted that in recent times this would be the President of the Student Union. The Clerk stated that the College did not have a constituted Student Union with elected President, but worked with the Student Union to identify a volunteer from amongst student representatives.

1.3

The Chair thanked members who attended the student discussion prior to this meeting and hoped they had found it engaging and informative. She noted that D Whitehead had picked up on comments made and a summary would be sent through to the Faculties.

1.4

The Chair stated that walk-through observations could be organised through D Whitehead and/or N Fearnside and encouraged members to do at least one walk-through during 2018/19.

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

1.5

The Chair reported that she had met with I Billyard and D Whitehead to discuss the handover / planning for when I Billyard retires. I Billyard stated that details of external activities undertaken by him as Principal were included under Item 29; key activities had been identified. He emphasised that the Executive Team do work very closely together and there is a Senior Management Team meeting fortnightly with input from all SMT members.

I Billyard confirmed that D Whitehead is already involved in some meetings to help the transition process.

1.6

The Chair noted that B Tanna had sent out an update on the Portal on 4 September 2018.

1.7

M Roper reported that the Capital Working Group (CWG) had met on 10 September 2018, prior to the Phase 2 site visit. The delays on the programme had been discussed but it was noted that there were no financial implications. A further CWG meeting is scheduled for 23 October 2018.

1.8

P Norris gave an update following the extra Audit Committee meeting held on 10 September 2018. The two Audit Reports regarding ALS were discussed and the management responses reviewed. Members had gained reasonable assurance following this discussion. The Internal Audit Plan had also been agreed at the meeting.

2. APOLOGIES FOR ABSENCE

Apologies for absence were received from B Duffy (Item 7).

3. DETERMINATION OF ATTENDEES / OBSERVERS

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

4. DECLARATION OF INTEREST

D Whitehead declared an interest in Item 5 (Confidential Minutes from the Corporation Meeting held on 19 July 2018).

5. MINUTES OF THE PREVIOUS MEETINGS

3 July 2018

The minutes of the meeting held on 3 July 2018 were approved as a true record.

5. MINUTES OF THE PREVIOUS MEETINGS (continued)

Item 13

M Berry requested an update on the Strategic College Improvement Fund (SCIF). D Whitehead stated that Stage 1 of the bid had been successful and feedback was extremely positive. Stage 2 of the bid was submitted by the 21 September 2018 deadline and feedback is awaited. D Whitehead explained that Leeds City College is the chosen improvement partner and meetings between him and the two Vice Principals have taken place.

Item 21

D Whitehead reported that the OfS registration application had been submitted. Some feedback had been received and acted upon as appropriate. Due to the high number of applications, the OfS have stated that decisions will be notified in December 2018.

19 July 2018

D Whitehead left the meeting for this item.

The minutes of the confidential meeting held on 19 July 2018 were approved as a true record.

The Chair noted the comments made by Governors present at the meeting and asked if there were any other comments.

M Berry raised the question of D Whitehead's replacement. The Chair stated that she had discussed this with D Whitehead today and he is considering the future structure of the College and would discuss this further with her.

T Hodgkinson raised concerns regarding the above; he felt that there should be a Deputy Principal in place to deputise for the Principal as appropriate. The Chair acknowledged that this was a valid observation.

P Norris queried the timing of such an appointment. The Chair stated that D Whitehead would commence his new role, as Principal, in January 2019 and any new structure would need to be agreed and implemented prior this.

6. MATTERS ARISING

(3 July 2018)

5.1 Ref Min 12

This item would be carried over.

5.2 Ref Min 15

Actioned.

Matters Arising (19 July 2018)

(19 July 2018)

5.3 Ref Min 4

Both points were actioned.

7. UPDATE ON POST INSPECTION ACTION PLAN (PIAP)

D Whitehead presented an update on the PIAP, supported by Stuart Rees, Faculty Director, Quality & Learning Support Services and Wayne Chappelow, Faculty Director, Construction Crafts. (B Duffy, Faculty Director, Built Environment & Engineering Services had sent his apologies).

D Whitehead reinforced for existing members, but particularly for new members, that the PIAP had been put in place following the Ofsted Inspection in November / December 2017, which had resulted in an overall Grade 3 (Requires Improvement). This was mainly due to the College's 16-18 provision being judged to Requires Improvement; Apprenticeships and Adult provision were Grade 2 (Good). The PIAP incorporated all the actions from the Inspection Report and had been previously agreed by the Board.

A monitoring visit would be carried out within 13 months (January 2019); the College would receive one or two days' notice, with one or two Inspectors visiting the College and following up on the PIAP themes. A mini Ofsted report (published on the Ofsted website) would be produced on their findings and judgements made on key activities, i.e. insufficient progress, reasonable progress or rapid progress.

If insufficient progress has been made this could trigger an early Inspection. However, the next Inspection should take place within 24 months (by December 2019) and would be a full Inspection based on the Common Inspection Framework, covering all the College's funded FE & Skills provision (and the PIAP).

D Whitehead went through the key areas of the PIAP:

- Self-Assessment
- 16-19 Study Programmes
- Progression to Higher Levels
- High Quality Support for learners from Disadvantaged Backgrounds
- Teachers take account of learners' starting points
- Increase proportion of learners achieving English & Maths
- Develop learners' personal, social, employability and written English skills.

D Whitehead outlined the activities taking place, linking to the detailed PIAP and progress made to date; S Rees / W Chappelow supported and gave further examples.

D Whitehead emphasised that the main impact year on improvement would be this academic year (2018/19) and the College needs to accelerate this impact.

T Hodgkinson queried which Awarding Bodies were used for English; S Rees stated that AQA is used for GCSEs, which is the most common / popular Awarding Body. The English GCSE consists of two exams and no coursework. A spoken language element is included and graded Pass, Merit, Distinction or Fail.

7. UPDATE ON POST INSPECTION ACTION PLAN (PIAP) (continued)

T Hodgkinson asked if additional time was given to disadvantaged students for English. S Rees stated this was not the case; the College is in partnership with NCOP and funding has been awarded to specifically target disadvantaged students with additional interventions. Those with EHCP and additional learning needs are supported in line with their plans and learning needs identified, either in or out of class.

D Whitehead explained the RAG ratings on the PIAP; Green – the College is confident interventions are in place and moving in the right direction; Amber – more evidence required to show impact. D Whitehead confirmed that staff know exactly what is expected of them; the SCIF will help and bring in more added value and time to release staff. Staff have already visited other colleges / schools to share best practice, eg Grimsby, Oldham, Leeds City College and Kirklees.

W Chappelow stated that the College needs to support staff and ensure they have the tools to improve. OTLA sessions identify areas for improvement and any CPD required actioned. T Hodgkinson asked if results are monitored; W Chappelow confirmed that a quality calendar is in place with key dates for audits to be carried out by managers.

D Whitehead noted that it has been agreed that some of the internal audit time / funds could be utilised to monitor some key elements of the PIAP. P Norris asked for an update on the progress made & D Whitehead confirmed that two Ofsted Inspectors have been approached and are considering this. A partnership with Leeds City College is being progressed and joint observations have been discussed.

M Berry noted that the PIAP contained 18 areas for improvement with no Red rated ones. He felt that the presentation today has helped put this more into context. Green rated actions (22%) showed good progress, with sufficient progress being made on the Amber rated actions (61%). He acknowledged that systems, new documentation and training has taken place and productive but agreed with D Whitehead that the impact of these interventions was required.

D Whitehead stated that some of the Amber actions would change to Green once qualitative and quantifiable statistical impact evidence is in place. The Senior Management Team feel that reasonable progress is being made and the drive to accelerate progress is ongoing.

M Roper noted that the Self-Assessment Validation is scheduled for November 2018 and asked how the PIAP would reflect on the grades. D Whitehead felt things are going in the right direction but the College needs to go through the Self-Assessment process to ascertain where the College is up to grade wise. This would be thoroughly discussed at validation. D Whitehead stated that he has made contact with another college and they will have a representative joining the validation group to add more objectivity to the process.

K Wilkinson raised concern regarding the timescales on the PIAP. D Whitehead stated that dates could be revisited once impact was known. He noted that the final judgement would come from Ofsted to confirm whether the PIAP has been met. He noted the Governors' challenge to include top level overall ratings and progress indicators for Amber items.

7. UPDATE ON POST INSPECTION ACTION PLAN (PIAP) (continued)

S Rees noted that Teaching & Learning has been actively targeted to address “dull and uninspiring” theoretical sessions. Back to Basics sessions have been delivered; core practice “planks” have been written and minimum expectations emphasised to all staff. Six CPD sessions were piloted and then training given to managers to enable these CPD sessions to be rolled out to all staff. A series of unannounced observations will also be carried out over the next few weeks. Schemes of Work have been written and up to date sessions included on knife crime, drug abuse etc. All results would be triangulated.

R Lindley noted that there is a lot of expectation on staff and asked about the moral of staff. D Whitehead stated that following the Ofsted Inspection moral was very low. Other issues such as teaching hours / pay rises also affect this from time to time. ProMonitor has now been introduced to help support staff and give them the tools to do the job, training etc. has been delivered and they know what is expected; the vast majority of staff have embraced this and continue to be very passionate in supporting students and their needs.

I Billyard emphasised that it should not be forgotten that Apprenticeships and Adult provision were Grade 2 (Good) and all HE provision under the old measure “met UK expectations”.

M Roper asked if any staff were being performance managed; D Whitehead confirmed that a small number were on PIPs; some staff previously on PIPs have embraced necessary improvements and PIPs completed / signed off.

The Chair thanked D Whitehead, W Chappelow and S Rees for their presentation. If Governors had any other questions these could be directed to D Whitehead via email as appropriate.

8. UPDATE ON 2018/19 RECRUITMENT

D Whitehead gave a brief overview of recruitment to date; this is looking positive. 16-19 is slightly up on target; it is still too early for an accurate Apprenticeship number but it is anticipated that targets will be met or exceeded. HE numbers are +29 on target, with 148 new starts. Any updates will be reflected in the management accounts.

D Whitehead reported that CITB were not successful with their bid for non-levy allocation from the ESFA and by agreement are sending apprentices through the College on our contract (and the College will be purchasing some retained services [sub-contracted reviews] from them), which could bring in some growth.

The Corporation noted the updated on 2018/19 Recruitment.

9. HUNSLET PHASE 2

D Pullein stated that a site meeting had taken place this morning. The key issue discussed was the completion date. Clugstons have stated that the project will be completed by 9 November 2018; however, the Executive Team and the Project Manager are not convinced and feel it will be nearer the end of November 2018. There are penalty clauses within the contract and only four days delay has been approved. D Pullein was confident that the project would finish within budget.

D Packer queried the quality of the project; D Pullein confirmed that there would be no compromise on quality and a meeting with the Area Manager has already been arranged.

T Hodgkinson asked if there were any grounds for an extension of time from the Contractors or Project Manager's point of view. D Pullein confirmed that there were no grounds for an extension of time. M Roper noted that the NEC form of contract is being utilised and this is very specific. T Hodgkinson queried the liquidated damages figure and D Pullein confirmed that this was £15k per week.

D Pullein emphasised that the refurbishment of North Street would need to commence at the beginning of January 2019 to ensure this was completed within the Combined Authority's financial year (i.e. end March 2019).

T Hodgkinson asked if a phased handover has been considered; D Pullein stated that this had been discussed but the College did not want to go down this route.

The Corporation noted the update on Hunslet Phase 2.

10. PERFORMANCE MANAGEMENT REPORTS

D Whitehead presented the Performance Management Reports for 2017/18 (as at 6 August 2018). Final Retention was shown compared to the previous year and against targets. Timely Achievement to date compared against target has been included. D Whitehead noted that Pass Rates are strong across the College. A final report would be available for the November meeting. However, final achievements can be entered for the 2017/18 year up to December 2018.

Attendance at College Level was 86.28% (against target of 90%); overall Maths & English attendance was 76.77% (Maths – 76.96% and English 76.62%). D Whitehead emphasised that attendance on Maths & English still needs improving. Punctuality at College Level was 95.17% (against target of 97%).

A full summary of Maths & English was included.

Achieve Through Learning Ltd

D Whitehead noted that members are aware of the issues regarding ATL and a restructure has taken place. 19+ Retention overall was 87.1%, with Timely Achievement Rate overall 67.4%. Apprenticeship OAR was 79.5% (-6.1% on previous year) and TAR was 66% (-25.1% on previous year).

10. PERFORMANCE MANAGEMENT REPORTS (continued)

M Berry noted the benchmarking against previous year but asked if benchmarking was carried out against other providers. D Whitehead stated that the National Rates are included in the usual Performance Management Report spreadsheets. The current National Rates are 2016/17, 2017/18 would not be released until the New Year.

Dr I Nip queried the reporting cycle. It was confirmed that the academic year runs from 1 August until 31 July. The ILR would be submitted in October 2018 with a final data cut off in December 2018. Achievement is classed as Timely if students complete within 90 days of expected end date and paperwork processed, after which it is classed as Overall.

M Berry queried the figures for 19+ on the first page; D Whitehead would revisit these and amend as appropriate. He felt that results were very similar to last year and any improvements would be totally reliant on achievements.

DW
4 Oct. 2018

M Berry asked what proportion of achievements have been claimed and what was still due to come in (including Apprenticeships). D Whitehead was unable to give an actual percentage figure but acknowledged that there were still a lot of achievements (particularly Maths & English) going through and an update would be available at the next meeting.

DW
13 Nov. 2018

M Berry felt that the Maths & English reports were very detailed. He suggested that S Rees should be invited to give an update on his three-year improvement plan for Maths & English. The Clerk reported that this was already scheduled for the November meeting.

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

11. PROGRESS AGAINST 2017/18 DEVELOPMENT PLANS (LCB & ATL LTD)

D Whitehead presented Item 11 detailing progress against 2017/18 Development Plans for LCB and ATL Ltd.

The Corporation noted the progress against 2017/18 Development Plans for LCB and ATL Ltd.

12. QUALITY IMPROVEMENT POLICY AND QUALITY ENHANCEMENT STRATEGY

D Whitehead presented Item 12.

The Corporation approved the revised Quality Improvement Policy and Quality Enhancement Strategy.

13. TEACHING, LEARNING & ASSESSMENT STRATEGY

D Whitehead presented Item 13.

The Corporation approved the revised Teaching, Learning and Assessment Strategy.

14. POLICY AND GUIDELINES FOR STUDENT FINANCIAL SUPPORT

D Whitehead presented Item 14.

The Corporation approved the revised Policy and Guidelines for Student Financial Support.

15. STUDENT CODE OF CONDUCT POLICY

D Whitehead presented Item 15.

The Corporation approved the revised Student Code of Conduct Policy.

16. COMPLAINTS REGISTER 2017/18

D Whitehead presented the Complaints Register for 2017/18. T Hodgkinson asked if there were any concerns regarding the complaints. D Whitehead noted that only two complaints were still outstanding, one of which is in the hands of the College's insurance company.

The Corporation noted the Complaints Register for 2017/18.

17. MANAGEMENT ACCOUNTS AS AT 30 JUNE 2018

D Pullein presented the Management Accounts as at 30 June 2018 and stated there was an error in the addition, this should have read:

	Forecast Outturn 31/7/18
	£
The College	(467,317)
ATL	250,000
Goodwill	(104,000)
LCB Group	(321,317)

In addition, D Pullein stated that ATL's estimated profit was overstated at £250k and the last set of management accounts he had provided showed £119k and the final outturn was £142k.

The key area of concern is the Debtor's position; a temporary member of staff is currently in place to chase outstanding debtors.

The Corporation noted the management account position statement.

18. FINANCIAL REGULATIONS

D Pullein presented Item 18.

The Corporation approved the revised Financial Regulations.

19. TREASURY MANAGEMENT POLICY

D Pullein presented Item 19.

The Corporation approved the revised Treasury Management Policy.

20. INTERNAL AUDIT ANNUAL REPORT 2017/18

D Pullein presented the Internal Audit Annual Report for 2017/18 from Wylie & Bisset.

D Pullein emphasised that it is not a mandatory requirement to have an internal audit service; however, the College has opted to maintain an internal audit service.

In Wylie & Bisset's opinion, the College did have adequate and effective risk management, control and governance processes to manage its achievement of the College's objectives at the time of their audit work. In their opinion, the College has proper arrangements to promote and secure value for money.

D Pullein stated that Auditors are directed to areas where the College feels a review is required.

P Norris noted that overall, with the exception of Additional Learning Support, the results for the year had been excellent.

The Corporation approved the Internal Audit Annual Report for 2017/18.

21. RISK MANAGEMENT POLICY & STRATEGY

D Pullein presented Item 21.

The Corporation approved the revised Risk Management Policy & Strategy.

22. GRANT THORNTON ENGAGEMENT LETTER (LCB, ATL & LCB ENTERPRISES)

D Pullein presented a letter detailing the terms of engagement between Leeds College of Building and Grant Thornton UK LLP, which required signing by the Chair.

The Corporation approved the letter for signing by the Chair.

D Pullein explained that separate letters were required for Achieve Through Learning Ltd and LCB Enterprises. He confirmed that these had been signed by the Principal on behalf of the Directors.

23. 2018/19 GOVERNANCE KPIS AND DEVELOPMENT PLAN

The Clerk presented the Governance Key Performance Indicators and Development Plan for 2018/19; these would be monitored / measured in year.

The Corporation approved the Governance KPIS and Development Plan for 2018/19.

24. GOVERNOR ATTENDANCE REPORT 2017/18

The Clerk presented the Governor Attendance Report for 2017/18. Board attendance for 2017/18 was 80%, which is -4% on 2016/17. Board and Committee combined attendance was 81.7%, which is -4.3% on 2016/17, but +1.33% on the interim national rate for Board and Committee combined attendance.

The Corporation noted the Governor Attendance Report for 2017/18.

25. ENVIRONMENT AND SUSTAINABILITY POLICY

D Pullein presented Item 25. The Environment and Sustainability Policy has been amended in order to bring it in line with ISO 14001 requirements and current practice.

The Corporation approved the revised Environment and Sustainability Policy.

26. HEALTH AND SAFETY POLICY

D Pullein presented Item 26. The Policy has been reviewed to ensure it meets the requirements of the new ISO 45001 Standard (which replaced OHSAS 18001). No major changes were required, however the Policy Statement has been amended to ensure it is consistent with the requirements of ISO 45001.

The Corporation approved the revised Health and Safety Policy.

27. OUTCOMES FROM STUDENT SURVEY 2017/18 (SPOC2), EMPLOYER SURVEY (EPOC) JULY 2018 AND EXTERNAL SATISFACTION SURVEY OUTCOMES

D Whitehead presented Item 27.

M Berry felt that the Student Survey report was very useful, however compared to external surveys the results were not so good for HE.

D Whitehead stated that Student Forums are in place and any issues raised are analysed and staff work with the Student Forums to agree and implement actions to make improvements. The Course Quality Reviews also pick up on any issues raised.

S Bray felt that the College is a victim of its own success and felt it was competing well on a harsh playing field. Professor D Russell emphasised that the response rate to surveys is a massive factor, increasing the response rate will increase the results.

A Kenny noted that Course Organisation is an area for improvement and asked how this would be actioned. D Whitehead stated that students need to know exactly what the course is about, assignment briefs need to be explicit with deadline dates included. Classroom environment is also a factor. This will be actioned by Course Quality Self-Assessment Reports.

27. OUTCOMES FROM STUDENT SURVEY 2017/18 (SPOC2), EMPLOYER SURVEY (EPOC) JULY 2018 AND EXTERNAL SATISFACTION SURVEY OUTCOMES (continued)

The Corporation noted the outcomes from the Student Survey 217/18, Employer Survey July 2018 and External Satisfaction Survey outcomes.

28. SUMMARY REPORTS FROM EXTERNAL QUALITY ASSURERS / MODERATORS.

D Whitehead presented Item 27. He noted that the majority of reports show full compliance and were very positive. There had been one sanction from City & Guilds regarding Entry Maths, however no students were disadvantaged and certification was authorised by the External Quality Assurer.

The Corporation noted the Summary Reports from External Quality Assurers / Moderators.

29. PRINCIPAL & CEO EXTERNAL ACTIVITIES

I Billyard presented Item 29, which was self-explanatory. This was discussed with D Whitehead and the Chair during their meeting. D Whitehead stated that he had discussed these activities with I Billyard and the impact of these on the College, however first and foremost he would be concentrating on the challenges within the College, namely quality and financial health.

The Corporation noted the Principal & CEO External Activities.

DATE OF NEXT MEETING

The next meeting is scheduled for Tuesday 13 November 2018 at 4.00pm (North Street). The Chair noted her apologies for this meeting.

I Billyard noted that the College Awards Ceremony is taking place on Thursday 11 October 2018 at 7.30pm (doors open at 6.30pm for a drinks reception) and looked forward to seeing Governors at the event.

Signed for Distribution:
(Chair)

Date:

Approved:
(Chair)

Date: