

LEEDS COLLEGE OF BUILDING

CORPORATION MEETING

Minutes of the meeting held on Tuesday 4 June 2019 at 4.00 pm in Meeting Room 1, North Street.

PRESENT:

Julia Evans (Chair)
Mike Berry
Simon Bray
Andrew Kenny
Rachel Lindley
Caroline Meehan
Dr Ivan Nip
Peter Norris
Mark Roper
Derek Whitehead
Jackie Wignall

IN ATTENDANCE:

Nikki Davis (Vice Principal – Teaching, Learning & Quality)
Craig Williams (Clerk to the Corporation)
Karen Rolinson (HR Director – Items 7 & 8)
Nancy Fearnside (PA - minutes)

**ACTION
BY AND
TARGET DATE**

1. CHAIR'S AND GOVERNORS' COMMUNICATIONS

1.1

The Chair welcomed everyone to the meeting and particularly Nikki Davis (Vice Principal – Teaching, Learning & Quality) to her first Corporation meeting. She thanked P Norris for chairing the previous meeting in her absence.

1.2

The Chair noted that B Tanna had sent out an update on the Portal on 1 May 2019 and N Fearnside had sent out the Governors' Communication on 10 May 2019.

1.3

The Chair noted that she had attended the Chair's Development Programme in March 2019. The quality of the lecturers had been excellent and the opportunity to meet other Chairs had been welcomed. She would recommend the programme to other potential Chairs. She also recommended the book 'The Reputation Game' by Professor Rupert Younger and David Waller.

1.4

P Norris had given an overview of the pilot on-line training he had carried out through ETF. Feedback was passed to the Clerk who has circulated for members' information and consideration when the programme is launched in August.

1.5

P Norris reported that the Internal Audit tender process had been carried out, with four companies giving presentations to himself, A Kenny and D Pullein. Once the process had been finalised a recommendation would be made to the Board.

2. APOLOGIES FOR ABSENCE

Apologies for absence were received from Derek Packer, Professor Dave Russell, Sarah Wilson and David Pullein.

3. DETERMINATION OF ATTENDEES / OBSERVERS

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

4. DECLARATION OF INTEREST

Staff members declared an interest in Item 8.

5. MINUTES OF THE PREVIOUS MEETINGS

The minutes of the meetings held on 30 April 2019 were approved as a true record.

6. MATTERS ARISING

6.1 Ref Min 7 (19 March 2019)
Taken under Item 11.

6.2 Ref Min 1.1
Actioned. The Clerk would look at which Governors have carried out walk-throughs / attended student discussions and follow up with Governors that have not yet done so.

**CW
2 July 2019**

6.3 Ref Min 1.5
Actioned.

6.4 Ref Min 1.6
Actioned.

6.5 Ref Min 7
Actioned.

6.6 Ref Min 10
Taken under Item 11.

6.7 Ref Min 11
Taken under Item 12.

6.8 Ref Min 17
Actioned.

6.9 Ref Min 8
Taken under Item 7.

6.10 Ref Min 14
This item would be carried forward.

7. HR UPDATE / CONSIDERATIONS TO SUPPORT STAFF

D Whitehead introduced Karen Rolinson (HR Director) who would be giving a presentation on HR considerations being looked at by SMT, as agreed at the last meeting.

The following key points were noted:

- Recruitment difficulties are national, regional and local.
- Turnover of staff is currently 15.36% (10 months).
- The College currently has 405 staff (compared to 389 at the end of 2017/18).
- 68 staff have been recruited to date this year, with 16 offers waiting to start and 11 posts currently being recruited to.
- 26 staff have been promoted.
- 61 staff have left the College (this includes casual staff).
- Numerous initiatives implemented to date were noted.
- A number of initiatives were considered but not implemented and these were noted.
- Initiatives to be implemented included the 'Cultural Project', review of staff benefits, continuation of CPD offer etc.

In summary:

- Mixed success on recruitment; Timber lecturers appointed but Electrical is still struggling.
- Recruitment incentives have helped but has caused some upset amongst existing staff.
- Speed interviewing worked well in recruiting Catering and Estates staff.
- More internal promotions than ever before.
- More movement of staff internally to part-time roles, supporting more flexibility for staff and meeting needs.

M Berry noted the number of leavers and recruitment. He felt that timing of adverts could be key. He also noted that the Timber Observation Window 2 had been deferred. D Whitehead explained the reasons and had approved this deferral, however walk-throughs by managers are still ongoing and Timber would be observed this month.

S Bray queried whether recommending a friend was still being used; K Rolinson confirmed that it was. He also asked if staff appointed from other colleges are debriefed to share best practice. K Rolinson stated that this was not rigorously followed up.

K Rolinson stated that the College needs to harness its reputation of being a friendly / welcoming place to work.

P Norris asked if there was any correlation with those areas under pressure and any effect on Apprenticeships. D Whitehead did not feel this was the case and although a few block groups had been rescheduled, Apprentices and employers were informed prior to this and all sessions / teaching had taken place.

M Roper noted that the College has lost staff to HE and queried whether lessons could be learnt. D Whitehead stated that the key trends were mainly pay, promotions and less teaching hours, which unfortunately through FE funding is not affordable.

7. HR UPDATE / CONSIDERATIONS TO SUPPORT STAFF (continued)

R Lindley acknowledged that the College offers staff a number of benefits, eg pension / holidays / extra bank holidays / free car parking / flexible working etc.

K Rolinson stated that the Staff Survey would be sent out shortly and a question is being added to ask staff why they like working at the College.

A Kenny queried the Golden Hello and how this was promoted; K Rolinson stated that it was included on advertisements as appropriate.

Dr I Nip asked if staff could be paid more. D Whitehead stated that he would like to be in a position to pay more; the only way to pay more would be through increased funding rates / income / student numbers and this has been discussed with both the Joint Union and Staff Forum members. Any increased income would also be affected by increased costs.

The Clerk noted that the Augar Report acknowledged that FE is the poor relation and D Whitehead stated that there are major pressures nationally, as other colleges have encountered severe financial difficulties etc.

On a positive note, D Whitehead reported that the Degree Apprenticeships have been validated, 16-18 numbers are increasing demographically and the College's Apprenticeship numbers are increasing (providing non-Levy allocations are forthcoming).

The Chair thanked K Rolinson for her presentation. The Clerk confirmed that this would be uploaded on to the Governors' Portal for information.

**CW
17 June 2019**

8. CONFIDENTIAL ITEM

See discrete and confidential minute.

9. COLLEGE VISION & MISSION

D Whitehead presented Item 9; following the Governors' Away Day the Vision & Mission has been revisited and discussed with Senior Management Team, College Management Team, some employers and students.

The document incorporates the College Vision, Mission and Values. Once approved this will form the basis of the Strategic Development Plan.

S Bray stated that this was an excellent document and thanked the Marketing team for their work on this. He noted one or two grammatical inaccuracies which D Whitehead would action.

**DW
2 July 2019**

M Berry felt that the Vision & Mission was very clear and succinct and stated that the Strategic Development Plan also needed to be succinct and clearly measurable.

The Chair noted the lack of ethnicity pictures and D Whitehead would action this.

**DW
2 July 2019**

The Board approved the College's Vision & Mission.

10. UPDATE ON PHASE 2

D Whitehead reported that the roofing work and cladding has now been completed. A report was awaited on the roofing work.

The issues with the LEV are still ongoing and the College is awaiting delivery of flexible arms from abroad (week commencing 10 June 2019) and then the system will need testing. The College has utilised the facilities at Harrogate College to ensure Apprentices were not disadvantaged and were able to complete in a timely manner.

Liquidated damages have been levied up to 15 March 2019. There were some concerns that the WYCA were not willing to pay retention monies etc. until practical completion and therefore the Practical Completion Certificate has now been issued. The cost of the 278 works has not yet been received (even though numerous requests have been made) but should be covered within the budget for the build.

S Bray asked if there would be any issues with Harrogate College as Leeds City College were taking over on 1 August. D Whitehead stated that Apprentices had now completed so there would be no further need to use the facilities at Harrogate College, provided the LEV is fully installed / tested in June.

D Whitehead confirmed that the North Street refurbishment is now complete.

Dr I Nip asked if there had been any issues with the contractors; D Whitehead stated that we are resolving some issues (Phase 2) regarding variations that the contractor believes they are entitled to, which the College / Project Team are looking into.

The Board noted the update on Phase 2.

11. PERFORMANCE MANAGEMENT REPORTS

D Whitehead presented the Performance Management Reports for 2018/19 (as at 10 May 2019) and gave a brief overview.

Education & Training All Levels 16-18 Retention 91.6% (+0.6% on same period last year). All Levels 19+ Retention 95.2% (-0.9% on same period last year). Details of withdrawals were included. Breakdowns were shown on the spreadsheets which have been uploaded on to the Governors' Portal, as previously requested.

Apprenticeships (All Levels) Best Case Overall Achievement Rate (OAR) is 80.5% (-0.3% on same period last year) and Best Case Timely Achievement Rate (TAR) is 72.3% (-6.1% on same period last year). D Whitehead stated this was a concern, particularly Level 2 Intermediate.

Higher Education Retention is currently 87.5%. 14-16 provision Retention is 97.4%.

11. PERFORMANCE MANAGEMENT REPORTS (continued)

Recent reports from Curriculum teams through the Performance Management Reviews to SMT confirm that students / Apprentices are making good or better progress in the vast majority of cases. Interventions continue to be put in place for those who are not making good progress or where there are concerns

Attendance at College Level is 87.29% (+0.37% on previous year); this is below the College target of 90%. Maths & English overall is 75.35%, which is 12% below College level.

Punctuality at College Level is 95.70% (+0.57% on previous year), with Maths & English overall at 90.19% (-0.05% on previous year).

Predicted Achievement Rates were included in Appendices 8 & 9. Excluding Maths & English Education & Training (all ages) overall is 91.1% (+1.2% on 2017/18 and +7.4% on national rate); 16-18 is 88.8% (+3.1% on 2017/18 and +6.4% on national rate); 19+ is 93.5% (+1% on 2017/18 and +5.5% on national rate).

Including Maths & English Education & Training (all ages) overall is 87.7% (+9.5% on 2017/18 and +4% on national rate); 16-18 is 84.3% (+16.8% on 2017/18 and +3.9% on national rate); 19+ is 94% (+2.8% on 2017/18 and +6% on national rate). Improvements in progress measures (internal College data) are improving.

Apprenticeships (all ages) overall is 70.1% (+0.4% on 2017/18 and +10.5% on national rate). D Whitehead stated that this is a key concern for the College and explained the interventions being put in place for those Apprentices still on programme.

M Berry felt that this was a positive report. The number of withdrawals on Education & Training 16-18 has dropped to 5 (from 37 on the last report) and 19+ has remained the same at 2.

M Berry noted that if Predicted Achievements (including or excluding Maths & English) are achieved then these are above national rate either way.

M Berry suggested that a verbal update on predicted achievements could be considered at the next meeting. D Whitehead stated that a full report would be given at the September Board meeting.

DW
24 Sept. 2019

M Berry noted that GCSEs showed good improvement on predicted rates; English & Maths are now close to national rate. However, Functional Skills is of more concern. He felt that a discussion was required as to whether students would be put on GCSEs instead of Functional Skills. D Whitehead confirmed that Apprentices would still continue to do Functional Skills but all other students would be put on GCSEs from September 2019, after thorough internal discussions, ensuring student needs are met, and SMT agreement.

M Berry raised concern regarding the Apprenticeship Predicted Achievements and noted that this was the lowest he had seen for a number of years at just 2% above national rate.

11. PERFORMANCE MANAGEMENT REPORTS (continued)

M Berry noted the decline of around 10% on HE retention from the last report. D Whitehead stated that this was due to changes in HE learning aims, resulting in an increase in numbers (112 in total May 2019).

D Whitehead emphasised that recruitment is being looked at very closely, together with any employer issues and expected end dates are being vigorously reinforced with Curriculum teams and WBL. He noted that Work-based Learning are also now fully staffed which will help next year.

A Kenny asked if the Strategic College Improvement Fund has had any impact. D Whitehead stated that Leeds City College is the College's improvement partner and lots more work is planned with them between now and the end of the year. A great deal of CPD, sharing good practice with other external providers, as well as internal, has had a positive impact. More work is planned up to the summer with staff and managers. He also reported that students, through the external TL&A review, had been extremely positive about learning and progress made etc.

The Board noted the Performance Management Reports.

12. UPDATE ON TEACHING, LEARNING ASSESSMENT / QUALITY

N Davis presented Item 12 outlining the current position of teaching, learning & assessment in the College, following completion of Window 2 of the observation cycle and the external review of teaching, learning and assessment.

In January 2019 Window 1 observations resulted in 74% being blue or green. Window 2 observations (with the exception of Timber which was delayed, for a short while, due to staff shortages) shows that overall more observations were in the blue and green categories, demonstrating ongoing improvement, with the focus still being on theoretical sessions.

At Faculty level there are differences in profile which will now be reviewed and appropriate action plans put in place with the Faculty Management teams.

An internal review of teaching, learning and assessment (organised by D Whitehead) took place week commencing 29 April 2019 for four days; this was undertaken by a team of five highly experienced observers. This was to gain a neutral overview of what TL&A looks like across College provision and support further assurances for the Executive Team / Board on improvements taking place. They carried out 96 observations; 73% were blue or green, 25% amber and 2% red. The review focused on the weaker aspects of provision, ie Study Programmes particularly theory sessions, and Maths & English.

Key areas of strengths and progress / improvements were noted in the review but a number of weaknesses were identified, which disappointingly were not new. A robust set of actions are now being put in place, with full effect from September 2019.

Table 1 outlined the issues identified and actions being taken. Additional training with Leeds City College is taking place through the SCIF project.

12. UPDATE ON TEACHING, LEARNING ASSESSMENT / QUALITY (continued)

An external consultant is also supporting the College through the SCIF project to ensure readiness for Inspection. This support is running alongside the work being done with Leeds City College. G Blench developed the CSPARr model (Connect, Share, Present, Apply, Recall and Review) with Sunderland & East Durham Colleges and this has now been implemented at 22 colleges across the country. The CSPARr model has been introduced to Faculty Managers and will be rolled out to all teaching staff in preparation for September.

R Lindley stated that it was interesting to see the strengths and positives, however, she noted that Window 1 observations this year were lower than the previous year. D Whitehead explained this was more down to the training of the internal observers and refocus of attention to starting points of students, progress and learning taking place. Observers were more rigorous in their assessments of TL&A overall. He noted that it was pleasing that, in the recent TL&A external review, joint observations carried out were in agreement with each other.

M Berry noted that differentiation in BSE (Building Services Engineering) showed 9.2% red rated observations and 30.8% amber. However, differentiation in Construction Crafts showed no red rated observations, with only 7.7% amber and the remainder blue / green. He noted that the internal review had focused on theoretical sessions, although some practical sessions were picked up as well.

M Berry noted the issue regarding the promotion of Maths & English. N Davis stated that CPD sessions are being delivered to staff regarding reinforcement of English across the curriculum. All students on Study Programmes will be entered for GCSE English & Maths from September.

R Lindley noted the actions in Table 1. N Davis stated that monitoring would take place after the actions have been implemented and clear expectations of staff outlined.

A Kenny was disappointed in the results of the review (eg conduct of students) and queried if expectations are set when students start. D Whitehead stated that expectations of both students and staff are outlined during inductions and confirmed that key messages will be reinforced at the start of next year.

D Whitehead was disappointed that 25% of observations were still amber rated, and explained the vast majority were theory sessions (the College's weaker area), however, if a balance of practical sessions had been observed this would have been higher. He acknowledged more needed to be done; a full Staff Training day took place after the observations and the lead external reviewer did acknowledge that there were minor quick wins that could be progressed.

D Whitehead acknowledged that he had scoped the focus of the review on Study Programmes as this was seen as requiring improvement. Some logistical issues were noted during the review (which was at the time of moving from Millwright Street into Phase 2) and these will be addressed.

D Whitehead was confident the College is moving in the right direction, as required, and was pleased that staff have risen to the challenge.

The Board noted the update on Teaching, Learning and Assessment / Quality.

13. MANAGEMENT ACCOUNTS

D Whitehead presented Item 13 – Management Accounts as at 30 April 2019.

The College is now more confident regarding Apprenticeship provision; the £425k has now been received. Further details would be given at the July meeting.

DP
2 July 2019

Debtors numbers have reduced from 96 to 32 and Finance continue to chase.

The WYCA had refused to pay the retention monies on the grant for Phase 2 due to Practical Completion not taking place; this Certificate has now been issued.

The cash flow / balance sheet are as expected at this time of year.

With regard to 19+ provision, the College is still hoping that more will be delivered, particularly through the sub-contracting arrangements.

P Norris queried trade debtors (£410k) / other debtors (£76k) on Page 2, which totalled £486k but then on Page 3 (Debtors report) this showed £555,561. D Whitehead would ask D Pullein to check these figures.

DW/DP
2 July 2019

The Board noted the management accounts.

14. HEALTH & SAFETY POLICY

D Pullein presented Item 14 – revised Health & Safety Policy. The only amendments made were in relation to the Principal's and Vice Principals' job title changes.

The Board approved the revised Health & Safety Policy

DATE OF NEXT MEETING

The next meeting is scheduled for Tuesday 2 July 2019 at 4.00pm (Meeting Room 1, North Street).

The Clerk noted that South Bank 2 would be officially opened on 2 July 2019 at 9.30am and Governors would be receiving an invitation to this.

Signed for Distribution:
(Chair)

Date:

Approved:
(Chair)

Date: