

LEEDS COLLEGE OF BUILDING

CORPORATION MEETING

Minutes of the meeting held on Tuesday 24 September 2019 at 4.00 pm in Meeting Room 1, North Street.

PRESENT:

Julia Evans (Chair)
Mike Berry
Simon Bray
Sam Johnson
Andrew Kenny
Rachel Lindley
Dr Ivan Nip
Peter Norris
Derek Packer
Professor Dave Russell
Derek Whitehead
Jackie Wignall

IN ATTENDANCE:

David Pullein (Vice Principal – Finance & Resources)
Nikki Davis (Vice Principal – Teaching, Learning & Quality)
Craig Williams (Clerk to the Corporation)
Inderpal Matharu (Assistant Faculty Director Maths & English – Item 7)
Gurinder Sandhu (Head of Maths – 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 meeting. She thanked those Governors who had taken part in the student discussions prior to the Board and for their feedback.

1.2

The Clerk reported that a Search & Governance Panel met Mark Scott (Lodestar Consultancy Services Ltd) on 16 September 2019 and following an informal interview recommended that Mark be appointed as an external Governor with effect from 26 November 2019.

The Board approved the appointment of Mark Scott from 26 November 2019 to 25 November 2023.

The Clerk also reported that he had met with Sam Johnson on 8 July 2019 and recommended that Sam be appointed as Student Governor for 2019/20.

The Board approved the appointment of Sam Johnson for 2019/20.

Sam Johnson joined the meeting at this point. The Chair welcomed him to the Board and introductions were made.

1.3

The Chair noted the sad news that Terry Hodgkinson had died unexpectedly and she had written to his wife on 14 July 2019 passing on the Board and College's condolences.

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

1.4

The Chair thanked members for their time during the one to one reviews. She had found this process hugely educational and illuminating. A report would be produced for the Search & Governance Committee. One of the comments raised by some Governors was the size of reports / amount of paper used. This is being looked at to see how information can be more easily made available.

1.5

The Chair thanked M Berry for his summary report on Governor walk-throughs in 2018/19. The Clerk will circulate this after the meeting and any comments should be forwarded to M Berry. The report would be included on the next Board agenda for noting.

**CW
26 Sept. 2019
CW
26 Nov. 2019**

1.6

P Norris noted that an Audit Committee had taken place prior to the Board and the Internal Audit Plan for 2019/20 has now been approved.

1.7

The Chair noted that N Fearnside had sent out updates on the Portal on 2 September 2019 and the Governors' Communication on 19 September 2019.

1.8

D Whitehead noted that Dean Callaghan was runner up in the Electrical Contractors Association / Edmondson Electrical Apprenticeship of the Year competition. Carpentry & Joinery student Joe Groves won the Yorkshire & Humber regional final for the National Apprentice of the Year.

1.9

D Whitehead reported that Achieve Through Learning Ltd has been re-assessed against the Matrix Standard; this was successful and accreditation continued.

1.10

D Whitehead reported that the College's submission regarding the Register of Apprenticeship Training Providers (RoATP) has been successful. The decision regarding ATL's submission is still awaited.

2. APOLOGIES FOR ABSENCE

Apologies for absence were received from Caroline Meehan, Mark Roper and Sarah Wilson.

3. DETERMINATION OF ATTENDEES / OBSERVERS

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

4. DECLARATION OF INTEREST

There were no declarations of interest.

5. MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting held on 2 July 2019 were approved as a true record, with the exception of Item 1.4; the Audit Committee has been strengthened by the addition of S Wilson only (and not C Meehan).

6. MATTERS ARISING

6.1 Ref Min 11 (4 June 2019)

D Whitehead stated that a presentation regarding Maths & English would be given under Item 7. LCB's vocational achievement is looking very strong but the data still needs to be reconciled. Level 2 Apprenticeship provision best case achievement rate has dropped on the previous year; timely achievements are still being pushed. HE is slightly below the anticipated outcome but again still needs to be reconciled. Overall D Whitehead felt that the College is in better shape at this point compared to the previous year.

Achieve Through Learning's achievements are not good; this is due to some sub-contracted provision and two awarding bodies being amalgamated which is causing delays in claiming achievements. N Wilson is progressing these but there are concerns regarding the decline in achievements across the provision.

M Berry asked when a full report would be available. D Whitehead stated that the report would be available for the next meeting on 26 November 2019. However, data needs to be available for Achieve Through Learning's Self-Assessment report late October and he would circulate to members for information.

DW
26 Nov. 2019

DW
31 Oct. 2019

6.2 Ref Min 6.2

Actioned; the Clerk confirmed that 100% of Governors have participated in walk-throughs or student discussions.

6.3 Ref Min 6.4

Actioned.

6.4 Ref Min 7

D Whitehead confirmed that he had met with M Berry regarding the Annual Operational Plan targets for 2019/20 and agreed the key ones to be monitored by the Board on a termly basis. Regular reports on all targets would be given to the Board. He would circulate the agreed targets to the Board.

DW
27 Sept. 2019

6.5 Ref Min 10

Noted under Item 6.1 above.

6.6 Ref Min 11

N Davis stated that a full report on Observation of Teaching, Learning & Assessment will be available shortly and would be circulated to members; there were no material changes.

ND
30 Sept. 2019

7. MATHS & ENGLISH UPDATE

Indy Matharu (Assistant Faculty Director Maths & English) and Gurinder Sandhu (Head of Maths) joined the meeting and this point to give a presentation on Maths & English.

7. MATHS & ENGLISH UPDATE (continued)

At this point last year the progress measure of students studying GCSE Maths and/or English remained negative; Functional Skills were below the national average and the College was ranked in the bottom percentile in terms of progress in Maths & English nationally. In terms of students starting points the College was ranked in the bottom half for Maths and in the bottom 25% for English. The reading age of College students on average is age 7.

The 9-4 achievement trend for GCSE Maths & English was noted. Maths has dropped slightly on last year to 16% (-1%) but English has increased to 25% (+2%), both slightly below national. However, the progress measure on Maths & English is now positive.

The 9-1 achievement trend for GCSE Maths & English was noted. Maths has increased to 97% (+16%) and English increased to 95% (+22%), both well above national.

Functional Skills Level 2 Maths increased to 42% (+26%). English increased to 40% (+18%), which is slightly below national.

Functional Skills Level 1 Maths increased to 49% (+21%) but still slightly below national. English increased to 48% (+10%) but below national.

Functional Skills Entry Level Maths increased to 91% (+9%) and above national. English increased to 63% (+7%) but still below national. It was noted that Entry level students have complex needs and the Entry qualification is a stepping stone towards the correct level.

G Sandhu noted that students achieve better on GCSEs compared to Functional Skills. A trial carried out with two groups showed achievement of 83% for students on GCSEs, compared to 6.6% for students on Functional Skills.

Moving forward all students will go on GCSEs; the response so far has been positive as students are familiar with GCSEs from their previous years at school. The target set is to increase one grade from starting point.

Maths and English rooms have been allocated at each campus in collaboration with vocational teams. Students know who their tutor is and where they need to be. Maths & English curriculum has taken priority over vocational when timetabling.

Maths & English data will be shared with all vocational areas, through pivot tables of students' performance.

G Sandhu shared some case studies with members.

A Kenny thanked I Matharu and G Sandhu for an excellent presentation. He asked how progress scores were worked out. G Sandhu explained how these were calculated.

7. MATHS & ENGLISH UPDATE (continued)

D Packer asked for clarification on Functional Skills. I Matharu stated that these are Maths & English qualifications which are more contextualised but don't necessarily fit construction. The questions are pitched at Grade 3 and it is a task based paper which does not help when students have a reading age of 7. G Sandhu noted that Electrical students, for instance, require trigonometry but this is not covered in Functional Skills. He also noted that students are used to GCSEs. The team are currently trying to tailor GCSEs to specific areas and make these more engaging.

M Berry acknowledged that progress is being made. He noted that previously Maths and English have had a negative effect on 16-18 achievement overall and queried if this would now be neutralised. D Whitehead emphasised that the key is the progress that students are making from their initial starting point. Significantly improved 9-1 outcomes will help improve overall student / College outcomes.

G Sandhu stated that the focus has been on improvements made to keep the team focused, however this is still Amber on the PIAP as the College is not yet where we want to be but significant developments, tracking and measuring students' performance etc. is now well embedded.

R Lindley raised the question of support for students on Functional Skills & GCSEs. G Sandhu stated that some students require intensive support, eg 8 sessions a week. Grade 3 students are more engaged and were entered for November resits following an accelerated programme. 70 students sat the November resits in 2018/29 with 25% passing. This year over 200 students will be entered on November resits.

M Berry asked if transferring students from Functional Skills to GCSEs would affect achievements. I Matharu stated that this was a transfer of enrolment (well within the cut –off point) and as such would not affect achievement.

The Chair thanked I Matharu and G Sandhu for their presentation. The Clerk confirmed that the presentation would be uploaded to the Governors' Portal for information.

**CW
30 Sept. 2019**

8. STUDENT RECRUITMENT UPDATE

N Davis stated that enrolments are still being processed; Apprenticeships are looking strong and should be comparable with last year (2,249). There are currently 975 students enrolled on Study Programmes.

The Board noted the update on recruitment.

9. UPDATE ON 2018/19 ANNUAL OPERATIONAL PLAN

D Whitehead presented the updated progress against the 2018/19 Annual Operational Plan which has been RAG rated. Key areas still rated Amber are highlighted in the Executive Summary and he explained what we are doing about these.

9. UPDATE ON 2018/19 ANNUAL OPERATIONAL PLAN (continued)

P Norris asked about why Maths & English was Amber and previously part of the PIAP. D Whitehead stated that the Maths & English teams are working with vocational teams and giving presentations on what is required on Functional Skills / GCSEs; a top 10 list has been produced for information. Maths is okay but more work is required on English. Although significant developments had taken place in monitoring / measuring students' progress and progress made, we still have not met the College outcome targets and this is why it is still rated Amber. The SCIF programme has been utilised to share best practice / provide training etc. but now nearing completion.

M Berry acknowledged that this was a very detailed report and predominantly Green rated. Where there are still some Amber areas it is clear what needs to be done. He noted that HE retention is below target; D Whitehead stated that this was mainly due to withdrawals. However, he noted that HE is still above target on best case achievement and above national rate. Final data is still required to confirm these details. M Berry queried whether the targets are too ambitious.

M Berry raised the question of space utilisation and felt 22% overall seemed particularly low. D Pulein stated that this is a national formula which does not lend itself to construction. He was looking at a different reporting format moving forward. Professor D Russell noted that 30% utilisation is a reasonable figure in FE. D Pulein felt that the new building design would help improve utilisation.

Dr I Nip noted that the number of accidents increased in 2018/19 (from 50 in 2017/18) to 79. D Whitehead noted that the number of minor cuts in Carpentry & Joinery and mortar splashes in Brickwork had increased. Goggles now used in Brickwork have visors on the side which should help reduce splashes. In Timber Trades all students wear protective gloves. The strategies put in place will hopefully improve statistics this year.

D Whitehead stated that, with the Board's approval, a report on finances / ATL & LCB achievements would be given at the November Board and would conclude the 2018/19 Annual Operational Plan; **this was agreed.**

DW
26 Nov. 2019

The Board noted the update and closure of the 2018/19 Annual Operational Plan.

10. POST INSPECTION ACTION PLAN

D Whitehead presented the update on the Post Inspection Action Plan which was RAG rated. The four key areas where further improvements are required were detailed in the Executive Summary and he gave an update on what is being done regarding these to turn them Green. He proposed that any outstanding Amber areas were subsumed into the College Self-Assessment Report; **this was agreed.**

M Berry acknowledged that this was a very detailed report. Overall there were 18 recommendations and 13 of these were Green. He noted that Teaching & Learning (No. 3) was still Amber. N Davis stated that she was confident this would be resolved, as this was due to requiring more evidence. .

10. POST INSPECTION ACTION PLAN (continued)

TAR / OAR (No, 12) was mainly green, with only one line rated Red and M Berry queried whether this was a correct assessment of the rating. D Whitehead noted that Level 2 Apprenticeships is the key area of concern (mainly Construction Crafts). Higher Level Apprenticeships and Advanced Apprenticeships have both improved. Work-Based Learning / Employer Engagement Advisors and vocational teams know expected end dates and monitor retention etc. In Construction Crafts extra staffing has been approved for assessment and new staff also appointed in Carpentry & Joinery and Brickwork. It was acknowledged that parts of this recommendation should really be Amber and this would be amended.

DW
27 Sept. 2019

J Evans asked whether Inspection was due this term. D Whitehead noted that under the old (CIF) framework re-Inspection would take place within 24 months, however under the new Education Inspection Framework (EIF) this is 30 months, therefore the College could be inspected any time in this academic year.

D Packer asked whether Governors are involved in Inspection. D Whitehead confirmed that they would be but less emphasis has been placed on such meetings and more with staff / students and Teaching, Learning & Assessment in the new EIF. Inspectors will potentially request a meeting but normally only with 2 or 3 Governors at some point during the Inspection. As previously a briefing sheet will be provided for Governors and staff as appropriate.

D Whitehead confirmed that N Davis, Vice Principal – Teaching, Learning & Quality, will be the Ofsted Nominee for the College.

The Board noted the update on the Post Inspection Action Plan.

11. QUALITY IMPROVEMENT POLICY AND QUALITY ENHANCEMENT STRATEGY

N Davis presented the revised Quality Improvement Policy, supported by the College's Quality Enhancement Strategy. The changes are highlighted in bold italics or crossed through.

M Berry noted that work scrutiny audit has been removed. N Davis confirmed that this would be picked up in different ways, namely through observations with the exception of English & Maths where formal scrutiny took place.

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

12. EXTERNAL STUDENT AND INTERNAL EMPLOYER SURVEYS

N Davis presented Item 12 and gave a brief overview. Overall the surveys show a positive picture for the College.

The Clerk noted that the positive impact training is having on employers' businesses is part of the positive aspects of College culture, that a member had previously raised with him.

12. EXTERNAL STUDENT AND INTERNAL EMPLOYER SURVEYS (continued)

M Berry noted the positive results, however, in some areas the HE NSS results have dropped. It was acknowledged that there is still some work to be done in HE to improve these results, particularly on feedback.

Professor D Russell noted that the sample size is low and therefore not statistically sound.

Dr I Nip asked if there were any communication problems with employers. D Whitehead stated that Employer Engagement Advisors do go out regularly to link with employers. The College hosts a number of employer groups (eg Technician Apprenticeship Consortium). Attendance reports etc. are sent out to employers. It was noted that 94% of employers agreed that the training was having a positive impact on their business, which is a high result and the College is awaiting the outcome of the FE Choices employer survey.

D Packer asked which companies the College is liaising with. D Whitehead explained the process when referrals come in to the College. S Bray noted that the College works with around 2,500 employers and will have a list of all these. The question is are we making the most of them? D Whitehead stated that a list of companies could be made available on the Governors' portal and would progress this. The Clerk emphasised the commercial sensitivity of such data and reiterated GDPR regulations

DW
10 Oct. 2019

The Board noted the External Student and Internal Employer Surveys.

13. SUB-CONTRACTING SUPPLY CHAIN & FEES POLICY / UPDATE ON SUB-CONTRACTING

D Whitehead presented Item 13 and gave a brief overview. Page 2 detailed the Colleges that we are working with in 2019/20 and also outlined Achieve Through Learning's sub-contractors.

The Sub-contracting Supply Chain & Fees Policy was signed off by the Chair during the summer. An independent audit of LCB's sub-contracting arrangements has been carried out by Solvendis and report produced. A sub-contracting controls certificate was issued and sent to the ESFA.

The Board noted the Sub-contracting Supply Chain & Fees Policy and update on sub-contracting.

14. ANNUAL EXTERNAL QUALITY ASSURANCE REPORTS

N Davis presented Item 14 and noted that all reports showed positive feedback and comments. She stated that further External Quality Assurance Reports will be subsumed into the Performance Management Reports.

Professor D Russell asked if the College was happy with the feedback; N Davis confirmed that the comments / feedback were very pleasing.

M Berry stated that he appreciated seeing these reports and it was pleasing to note the positive feedback / comments / good practice across the College's HE & FE provision.

The Board noted the Annual External Quality Assurance Reports.

15. GRANT THORNTON ENGAGEMENT LETTERS

D Pullein presented the Grant Thornton engagement letters for the College, Achieve Through Learning Ltd and LCB Enterprises. These letters set out the scope of the Auditors work. The Achieve Through Learning and LCB Enterprises letters have been signed by D Whitehead, as Director. The College engagement letter needs to be signed by the Chair.

The Board approved the signing of the College engagement letter by the Chair and noted that the Achieve Through Learning Ltd and LCB Enterprises letters have been signed by D Whitehead.

16. REGULARITY SELF-ASSESSMENT QUESTIONNAIRE

D Pullein presented the Regularity Self-Assessment Questionnaire that colleges must complete and pass to their external auditors to inform the regularity assurance engagement. This had previously been discussed by the Audit Committee. One or two amendments have been made and these were noted.

D Pullein noted that the question of reporting on Fraud & Whistleblowing had been raised and confirmed that this would be reinstated as a standard agenda item for Audit Committee meetings.

The Board approved the signing of the Regularity Self-Assessment Questionnaire by the Chair and Principal.

17. COMPLIMENTS, COMPLAINTS AND FEEDBACK POLICY

N Davis presented Item 17, the revised Compliments, Complaints and Feedback Policy. This would stand as a holding position for this year, with monitoring taking place throughout the year, following which an in depth review would take place.

R Lindley queried if the College was missing an opportunity to learn from the compliments, complaints and feedback. N Davis stated that a data base is kept and shared fortnightly.

The Board approved the revised Compliments, Complaints and Feedback Policy.

18. STUDENT ADMISSION POLICY

N Davis presented Item 18, the revised Student Admission Policy.

N Davis confirmed that this substantial revision would be evaluated throughout the year and reviewed further.

M Berry felt that entry requirements needed to be clarified, together with inclusivity across College.

S Bray noted that some courses have waiting lists and felt the issue of first come first served should be clarified. Dr I Nip also felt that a point regarding disability could be included.

18. STUDENT ADMISSION POLICY (continued)

M Berry queried how long recruiting to courses would continue. D Whitehead confirmed that this would be based on a case by case basis.

The Board approved the Student Admission Policy, subject to the comments above.

19. OBSERVATION OF TEACHING, LEARNING & ASSESSMENT POLICY

N Davis presented the revised Observation of Teaching, Learning & Assessment Policy. Key changes, highlighted in the summary, were as follows:

- The Observation Team has been reduced from 35 members to 10, making standardisation more reliable.
- The criteria for observed staff has been reduced, focusing on the core of the CSPARr model.
- The observations would be no notice.
- Observees will either meet the standard or not. Staff who do not meet the standard will be supported and then re-observed. Staff who do meet the standard will be observed biannually.
- Advanced Practitioners to be introduced across College.
- Observations would be a snap shot of approximately 45 minutes, with 75% of observations completed by February half-term.
- Peer observations are now staffs responsibility to organise across Faculties and this will be monitored by Curriculum Managers.
- More focus would be placed on staff who do not meet the standard.

A Kenny noted that this was a very different process. N Davis stated that it is a move towards where Ofsted is going.

M Berry felt that the Policy had been well thought through, with a view to achieving consistency. The guide included at Appendix A was very useful. He noted the reduction in the number of observers and asked if any thought had been given to the workload of observers. N Davis stated that the new Quality Improvement Manager would be able to pick up a lot of the observations.

The move to biennial observations for those that meet the standard was queried; N Davis stated that this would stand for the following year.

Professor D Russell noted the variety of observations to be utilised, together with peer observations, and felt this was very positive.

Dr I Nip queried how the observations would be compared to the old BRAG rated procedure. N Davis stated that Blue / Green observations would be classed as meeting the standard and Amber / Red as not meeting the standard.

P Norris noted feedback from staff and felt this should reduce workload.

19. OBSERVATION OF TEACHING, LEARNING & ASSESSMENT POLICY
(continued)

S Bray felt that this new procedure would be a cultural change for staff. Previously staff were targeted as improvement was needed; this procedure is now more about improving the standard of Teaching & Learning across the College. However, he felt the mindset of some staff would need changing. The responsibility of staff to organise their own peer observations would be challenging and managers would need to monitor and address this. S Bray acknowledged that training / support for staff has been significant.

The Board approved the revised Observation of Teaching, Learning & Assessment Policy.

20. ACCESS & PARTICIPATION PLAN

N Davis presented Item 20, the Access & Participation Plan. She felt this should be treated as a draft working document; this was agreed.

Professor D Russell commended the work that has gone into this plan and acknowledged that it was a very complex exercise. D Whitehead thanked Professor D Russell for previous discussions, with B Duffy and himself, regarding the draft Plan.

The Board approved the Access & Participation Plan.

21. BOARD FINANCE CONSIDERATIONS

The Clerk presented Item 21 regarding proposals on Board Finance considerations and gave a brief overview of the five options outlined in the paper.

D Pullein noted his concerns regarding not having financial issues raised at each Board. If the Audit Committee is merged with Finance there would only be four meetings a year. He felt that more emphasis could be placed on finance at Board meetings and stated that his preferred option was 2. D Whitehead confirmed that he was also in favour of option 2 as he felt all Board members, as with quality / curriculum matters, should be fully involved in financial matters and have a good knowledge of the College's finances etc. and inform decision making at Board level.

R Lindley was concerned that previously there has not been enough challenge / knowledge through the Board agendas. She felt that merging Finance into Audit Committee was the best option but agreed the Board do need a full understanding of finance issues.

P Norris felt that more focused understanding was required at the appropriate time. Prof. D Russell acknowledged that all members have a responsibility but acknowledged the difficulty in understanding finance issues.

D Packer suggested that the sub-committee could put forward key important issues to the Board.

21. BOARD FINANCE CONSIDERATIONS (continued)

D Whitehead felt that specific finance issues could be allocated more time on Board agendas, with presentations being carried out as appropriate by the Vice Principal – Finance & Resources. The College has a responsibility to each Governor to ensure they all have a rudimentary working knowledge.

The Chair suggested that a Task & Finish Group was convened to discuss this further, prior to Board approval. It was agreed that the Clerk would pull together a Task & Finish Group, which would consist of R Lindley, P Norris, D Packer, D Whitehead, Professor D Russell, N Davis and D Pullein. The meeting would be chaired by J Evans. The Clerk would arrange a suitable date, with feedback to the next Board meeting on 26 November 2019.

CW
1 Oct. 2019

CW
26 Nov. 2019

The Board approved the formation of a Task & Finish Group to discuss this further.

22. REVIEW OF 2018/19 CONFIDENTIAL ISSUES

The Clerk presented a paper regarding the confidential items from the Board and Committee meetings in 2018/19. It was recommended that all confidential items listed in Appendix A should remain confidential.

The Board approved the retention of all confidential items for 2018/19.

23. ESFA LETTER TO CHAIRS / AOC CHECKLIST

The Clerk presented a report regarding the ESFA letter re Bournville College and the AoC checklist. He felt that the responses against the checklist gave assurance that the College is consistent with expectations and would also be underpinned by formal internal and external checks and balances.

The Board noted the report.

24. GOVERNOR KPI'S AND DEVELOPMENT PLAN 2019/20

The Clerk presented Item 24 and gave a brief overview. He noted that the Search & Governance Committee would review the plan further and report back to the Board as appropriate.

The Board noted the Governor KPI's and Development Plan 2019/20.

25. GOVERNOR ATTENDANCE REPORT 2018/19

The Clerk presented Item 25 regarding Governor attendance for 2018/19. Board attendance for 2018/19 was 83% (+3% on the previous year) and Board / Committee attendance was 82% (+0.3% on the previous year).

The Board noted the Governor Attendance Report for 2018/19.

DATE OF NEXT MEETING

The next meeting is scheduled for Tuesday 26 November 2019 at 4.00pm (Meeting Room 1, North Street).

The Chair noted that the College's BIG Award Ceremony is taking place on Wednesday 25 September 2019 (at Leeds Town Hall) and hoped Governors could join her at the event.

Signed for Distribution:
(Chair)

Date:

Approved:
(Chair)

Date: