

LEEDS COLLEGE OF BUILDING

CORPORATION MEETING

Minutes of the meeting held on Tuesday 21 January 2020 at 3.45 pm in Classroom 3, South Bank 1 Campus.

PRESENT:

Julia Evans (Chair)
Mike Berry
Simon Bray
Andrew Kenny
Rachel Lindley
Caroline Meehan
Dr Ivan Nip
Derek Packer
Mark Roper
Professor Dave Russell
Mark Scott
Derek Whitehead
Jackie Wignall
Sarah Wilson

IN ATTENDANCE:

David Pullein (Vice Principal – Finance & Resources)
Nikki Davis (Vice Principal – Teaching, Learning & Quality)
Craig Williams (Clerk to the Corporation)
Karen Rolinson (HR Director – Items 7, 8 & 9)
Nancy Fearnside (PA - minutes)

**ACTION
BY AND
TARGET DATE**

1. CHAIR'S AND GOVERNORS' COMMUNICATIONS

1.1

The Chair welcomed everyone back after the Christmas break and wished all a Happy New Year.

1.2

N Davis gave a quick overview of the feedback from Governors' discussions with students; overall most of the feedback was positive.

1.3

C Meehan confirmed that she had completed the Safeguarding course and felt that the course was very good. The Chair thanked C Meehan for taking on this role. The Clerk noted that update training on Safeguarding would take place at the Governors' Away Day.

1.4

The Chair thanked M Roper for assisting the Clerk to secure speakers for the Governors' Away Day.

1.5

The Clerk reported that he had met with two potential Student Governors today, outlining what was required etc. They were both Level 1 Carpentry & Joinery students; he had also talked to them about their post Level 1 aspirations. He was awaiting confirmation of their interest as appropriate. The Clerk suggested that, depending on the students' decisions and Board approval, they could potentially attend the Corporation meeting on 25 February 2020 (one as a Student Governor and one as an Observer).

2. APOLOGIES FOR ABSENCE

Apologies for absence were received from Peter Norris and Melanie Tyson.

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 17 December 2019 were approved as a true record.

6. MATTERS ARISING

6.1 Ref Min 6.4

N Davis confirmed that the updated ATL Self-Assessment Report (SAR) would be uploaded to the Governors' Portal.

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28 Jan. 2020

6.2 Ref Min 6.7

The Clerk reported that the revised walk-through questions would be taken to the Search & Governance Committee on 3 March 2020 and shared with Governors in due course.

6.3 Ref Min 7

Actioned.

6.4 Ref Min 16

Actioned.

6.5 Ref Min 9

Taken under Item 10.

6.6 Ref Min 14

Actioned.

6.7 Ref Min 19

Actioned. The Clerk asked Governors if any had undertaken the ETF training module on financial management; one or two had completed this. However, concerns had been raised by D Pullein regarding this module and he would be carrying out a training session on finance at the Governors' Away Day. It was agreed that Governors who had not carried out the ETF training module would wait until after D Pullein's presentation.

The Clerk stated that he would ensure the update column on the Action Points is completed as appropriate moving forward.

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25 Feb. 2020

7. HUMAN RESOURCES (SUPPORT)

Karen Rolinson (HR Director) joined the meeting at this point to give a presentation on Human Resources (Support).

The following key points were noted:

- Meet the Team – an overview of the team was noted.
- Looking Back – Recruitment, Reward & Recognition, Staff Engagement, Well Being, Developing Staff & Managers.
- Looking Forward – Strategy, Recruitment & Retention, Reward & Recognition, Workforce Planning, Staff Engagement, Staff Development, Leadership & Management, Well Being, HR Operational.

M Scott noted the issues regarding recruitment. He asked if there were any plans to give potential candidates an opportunity to see what College life is like (ie try before you buy). Tasters could also be offered and rolled out to construction companies. K Rolinson noted that shadowing sessions had been offered at the recent Open Day; the flexibility offered by the College (e.g. term time, flexible / home working etc.) is also a good incentive.

Dr I Nip asked if anything was being done to attract more females; however, he acknowledged that this was very difficult. K Rolinson stated that role models are included on the web site and noted that there are more females within HE Construction Design & Management than in Construction Crafts.

Professor D Russell noted that only 16.5% of College employees were from different ethnic groups and felt that this was low.

S Wilson noted the College has an ageing workforce. D Whitehead acknowledged this and stated that this mirrors the construction industry.

M Berry asked how many hard to fill vacancies had not been filled. K Rolinson stated that there were no full-time teaching vacancies and felt that the recruitment incentive offered has helped. The key areas of concern are Estates, Catering and Finance where several vacancies still need to be recruited to.

D Packer queried the benefits offered by the College. K Rolinson explained that teaching staff receive 35 days holiday plus 11 Bank Holidays. Existing Support staff receive 30 days holiday plus 11 Bank Holidays; new Support staff receive 25 days holiday (plus Bank Holidays) which increases to 30 days after 5 years. Additional leave at Christmas was also given this year. Long service staff receive a one off extra week's holiday when completing 15, 20, 25 and 35 years' service. Staff are also able to carry five days forward to the following year if necessary. It was acknowledged that the College offers a very generous holiday package.

S Bray acknowledged that the College cannot compete with industry on salaries but emphasised that the College is very supportive.

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

8. 2018/19 ANNUAL STAFFING AND SICKNESS REPORT

K Rolinson presented Item 8 – 2018/19 Annual Staffing and Sickness Report.

R Lindley noted that sickness absence was higher than last year's benchmark. J Wignall noted that long-term absence had decreased; several staff are coming back in to College earlier following operations / illnesses, which suggests that they feel welcomed / supported by the College to return.

M Berry noted that the College has seen growth of approximately 2% per year and asked what would be the implication for the College / need for new staff if student numbers grow. K Rolinson stated that increasing class sizes would mitigate the need for more staff. D Pullein stated that currently the College is not far off capacity; resources to deliver any new groups would be a key issue.

R Lindley noted that these were detailed reports but queried if any targets were in place, together with an action plan. K Rolinson stated that no targets have been set; approximately 75% of the work required has been achieved. Areas not completed include linking performance to pay.

The Board noted the Annual Staffing Report and Annual Sickness Report for 2018/19.

9. STAFF SATISFACTION SURVEY 2018/19

K Rolinson presented Item 9 – Staff Satisfaction Survey 2018/19. The following points were noted:

- The survey is issued in June every year; difficult conversations at this time with union representatives regarding pay etc. were noted. However, it was felt that the report was positive.
- The response rate this year was 68%; the College had the tenth highest response rate out of 39 participating colleges.
- Management Style has improved significantly from 58.6% to 70.1%.
- Safeguarding responses were disappointing but understandable; lots of the issues raised have been addressed. K Rolinson noted that a Safer College Police Officer will be starting next week, on a 50% basis (shared with Brigshaw High School).

D Whitehead commended the HR team for their good work in obtaining "Effective Safeguarding" at the Ofsted Inspection and wider work of colleagues across the College in maintaining an environment where students and staff feel safe, together with high scores in student satisfaction surveys.

M Berry stated that Q24 (opportunity to progress within College) has declined from the previous year. K Rolinson felt this was understandable as there are limited opportunities to progress within College. There is a career path from Learning Facilitator to Lecturer to Curriculum Manager and Advanced Practitioners have also been recruited this year. Leadership & Management training is available for existing managers (Inspire and Lead & Share), together with Aspire for aspiring managers. M Berry suggested that promotion of existing staff could be publicised better; K Rolinson agreed that this was a good idea and could be included in the revised Staff Newsletter.

9. STAFF SATISFACTION SURVEY 2018/19 (continued)

D Packer queried how many staff would want to progress. S Bray agreed that many staff would not want to progress. He noted that responses to Q23 (I feel I have job security) and Q25 (My line manager gives me the support I need to do my job effectively) have both improved.

Professor D Russell congratulated the College on some excellent high scores and noted that it was a very strong report.

M Roper noted the 68% response rate and asked if the College was happy with this. K Rolinson felt that this was a satisfactory response rate (tenth out of 39 colleges) but agreed that more encouragement could be given to staff to complete the survey.

M Berry noted the high response for Q29 (I am proud to be a member of staff at the College) and asked where this placed the College in the ranking. K Rolinson would let him know the College's ranking for this question.

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28 Jan. 2020

R Lindley raised the question of communication and what the College does with the survey. K Rolinson stated that this is placed on the Intranet for all staff to access; she acknowledged that communication is work in progress but did feel it has improved across the year. N Davis confirmed that workshops on emerging themes from the survey would take place at the next College Management Team meeting. A Kenny noted that more of the "you said, we did" posters, that the College displays, would be good to promote communication.

A Kenny raised the question of progression and whether the College was managing expectations of new staff. It was suggested that the wording of this question may need to be looked at.

R Lindley noted that the response rate for Q1 (Staff are not afraid to say what they really think) was low and queried whether this was linked to the Whistle Blowing Policy. J Wignall felt that most staff are not afraid to say what they think. D Whitehead also felt this was the case and it would be worth drilling down to establish where concerns were.

The Board noted the Staff Satisfaction Survey for 2018/19.

10. CONFIDENTIAL ITEM

See discrete and confidential minute.

11. MANAGEMENT ACCOUNTS FOR 31 DECEMBER 2019

D Pullein presented the Management Accounts as at 31 December 2019.

D Pullein noted that not all levy funded learners are yet on the system; this should be completed by the end of January and reflected in January's management accounts. The number of co-funded Apprenticeships is down but is made up by an increase in Levy funded activity. Both these KPIs are Amber rated.

11. MANAGEMENT ACCOUNTS FOR 31 DECEMBER 2019 (continued)

D Pullein noted that a large proportion of the College's part-time teaching is delivered by full-time staff as overtime. There have been a few additional full-time appointments, which will necessitate a transfer of budget, from part-time to full-time.

Cashflow is positive as the College continues to collect outstanding debts from 2018/19. The Debtors position dropped from £301k in October to £165k in December.

Overall the College expenditure is well controlled and within budget.

M Berry noted the situation with part-time teaching being delivered by full-time staff on overtime and did not feel this was an ideal solution. D Whitehead stated that full-time staff stepping in means the College does not have to cancel a class. Only where necessary, and in exceptional circumstances, are groups stopped due to staffing issues; however, most areas are now fully staffed.

The Board noted the Management Accounts for 31 December 2019.

12. PERFORMANCE MANAGEMENT REPORT INCLUDING MID-YEAR REVIEW OF KPIs AND STUDENT SURVEY – SPOC 1)

N Davis presented Item 12, which has two distinct parts – the updated KPIs and the Performance Management Report.

KPIs are reviewed regularly and three formal reviews identified; however, data does come in at varying points and when updates are available these will be reported. KPIs are progressing well, with retention holding a solid position at 97%. The focus from now to the end of the year will be retention and achievement strategies for those students who are at risk of dropping out or not achieving, together with pushing timely achievement.

The key aspects highlighted within teaching and learning are noted below:

- 80% of teaching is good or better, with support in place where identified.
- Attendance is slightly up on this point last year at 88.11%.
- Work Placements are progressing well, but further work needed in this half term to ensure planned placements materialise.
- SPOC1 shows very high levels of satisfaction with the majority of KPIs met.
- Destination figures for HE and Apprenticeships are exceptionally positive.

N Davis confirmed that detailed retention reports are available on the Governor Portal for more information.

M Berry felt that good progress is being made. He noted in-year retention at 97% is higher than the previous year. He suggested progression targets could be included, with comparisons to the previous year. Students at risk are now being identified earlier and good support in place. Student comments are also highlighted at the Student Liaison Committee, which he felt was good. Attendance was roughly the same as last year, with Maths & English attendance at 75.16%, which is higher than this point last year, although more is being done to further improve and bring closer to the College level average attendance.

12. PERFORMANCE MANAGEMENT REPORT INCLUDING MID-YEAR REVIEW OF KPIs AND STUDENT SURVEY – SPOC 1) (continued)

M Berry recommended that Governors looked at the detailed reports on the Portal. Best Case Achievement for Apprenticeships was 85.3% against a national average of 63.5%; however, he emphasised that we should not lose sight of the Level 2 Intermediate Apprenticeship situation, where this is only 6% above national average. D Whitehead noted that Construction Crafts is the key area of concern at Level 2 and is being closely monitored.

M Berry asked whether Timely figures were available; N Davis would check these were on the Portal (and subsequently confirmed that they were).

M Scott confirmed that he had carried out walk-throughs prior to the meeting. Linking full-time students' attendance to employment is very important and as an employer he had emphasised that this is key for employers. The clear majority of students confirmed they were having a great time at College and learning lots of new skills. C Meehan agreed that good feedback was received from students.

Professor D Russell noted that the reports were much more succinct.

Dr I Nip noted the good attendance and asked if there were any long-term absences. N Davis said this was not common; however, retention is the key issue. D Whitehead noted that some students coming from school had very poor attendance at school previously but have made improvements since joining the College.

The Board noted the Performance Management Report including mid-year review of KPIs and Student Survey - SPOC1.

13. SUB-CONTRACTOR MID-YEAR PERFORMANCE REVIEW

D Whitehead presented Item 13 (update on sub-contracting).

The report detailed all sub-contractors that LCB and ATL are working with in 2019/20. Best Case Achievement for 2019/20 was noted for both LCB and ATL. LCB's sub-contracted provision (AEB and Apprenticeships) is approximately £1,082,000. ATL's sub-contracted provision is approximately £300,000.

D Whitehead confirmed that a Project Manager continues to look after LCB's sub-contracting and this will also include ATL's moving forward, which was previously looked after by ATL personnel.

The Board noted the Sub-contractor mid-year performance review.

14. CODE OF CONDUCT (16TH EDITION)

The Clerk presented Item 14 – Code of Conduct (16th Edition); this reflected the change in funding arrangement and governance requirements since the previous version.

The Code of Conduct was considered by the Search & Governance Committee on 12 November 2019 and recommended to the Board for approval.

14. CODE OF CONDUCT (16TH EDITION) (continued)

D Packer queried if Governors were generally aware of this Code of Conduct and suggested a short presentation would be useful. He also felt that a matrix of duties / responsibilities would be helpful. The Clerk stated he would be happy to progress this request in due course with Eversheds.

**CW
July 2020**

S Bray noted that there are some definite responsibilities for Governors in the Code of Conduct and agreed a matrix would be helpful.

The Clerk reported that he is currently looking at the Articles & Instruments / Standing Orders in liaison with Eversheds and will be reporting back to the Search & Governance Committee on this.

D Whitehead suggested that sharing best practice with other colleges could be useful and may help with the process, as well as saving time and money.

The Board approved the adoption of the amended Code of Conduct (16th Edition) for Leeds College of Building members.

15. MID-YEAR REVIEW OF GOVERNANCE DEVELOPMENT PLAN

The Clerk presented item 15 – Mid-year review of Governance Development Plan and gave a brief overview. An update would be presented to the Search & Governance Committee in March 2020.

The number of hits on the portal to date in 2019/20 was noted. The Chair encouraged Governors to utilise the Portal whenever possible.

The Board noted the mid-year review of Governance Development Plan.

DATE OF NEXT MEETING

The Governors' Away Day is scheduled for Tuesday 11 February 2020 at Hinsley Hall, 62 Headingley Lane, Leeds, LS6 2BX (commencing at 8.30am). The Agenda will be sent out shortly and the Clerk asked Governors to confirm that they are able to attend.

**Governors
28 Jan. 2020**