

# LEEDS COLLEGE OF BUILDING

## CORPORATION MEETING

Minutes of the meeting held on Tuesday 20 July 2010 at 3.30 pm in Meeting Room 1.

### PRESENT:

C Harrigan (Chairperson)  
I Billyard  
Councillor G Driver  
J Evans  
A Iveson  
A Finn  
M Himsworth  
D Hutchinson  
P Rogerson  
M White  
D Whiteley

### IN ATTENDANCE:

D Pullein (Executive Director - Finance)  
R Scanlan (Clerk to the Corporation and Executive Director - Support Services)  
D Whitehead (Deputy Principal and Executive Director - Curriculum and Quality)  
N Fearnside (Secretary – minutes)

**ACTION  
BY AND  
TARGET DATE**

#### 1. CHAIRPERSON'S COMMUNICATIONS

The Chairperson welcomed members to the last meeting of this academic year and thanked everyone for their contribution; especially new Governors.

#### 2. DECLARATION OF INTEREST

There were no declarations of interest.

#### 3. APOLOGIES FOR ABSENCE

Apologies for absence were received from A Gamble, M Joyce and H Ramsden. It was noted that the two student Governors had finished their course and were, therefore, not in attendance.

#### 4. MINUTES OF THE LAST MEETING

The minutes of the meeting held on 15 June 2010 were approved as a true record.

#### 5. MATTERS ARISING

##### 5.1 Ref Min 5.8

Actioned.

##### 5.2 Ref Min 6

Actioned. I Billyard reported that under the Apprenticeship Framework, the College could deliver Functional Skills or Key Skills next year; which is good news.

**5. MATTERS ARISING** (continued)

**5.3 Ref Min 8.2 a)**

Actioned. D Pullein confirmed that the letter had gone to the Landsbanki winding up board but no response has yet been received. Logos has been asked to follow this up. Any further information would be circulated outside the meeting via email.

**5.4 Ref Min 8.2 d)**

Taken under Agenda Item 6.

**5.5 Ref Min 8.2 e)**

A report on bids and other potential sources of income would be presented to the Corporation in the autumn term.

DW  
12 Oct. 2010

**5.6 Ref Min 9**

Taken under Agenda Item 11.

**5.7 Ref Min 11**

Taken under Agenda Item 19.

**5.8 Ref Min 12**

Taken under Agenda Item 18.

**5.9 Ref Min 12**

Taken under Agenda Item 15.

**5.10 Ref Min 5.6**

I Billyard gave a brief update with regard to talks with Joseph Priestley College (JPC). It was previously agreed that the Senior Management Team would investigate potential shared services with JPC; and joint lesson observations and other links have already been made.

I Billyard had attended a meeting with KPMG as part of the Options Appraisal process and a report had subsequently been presented by KPMG to the JPC Board. JPC have now confirmed that they are looking to progress to merger. A steering group of Governors and the Principal will take forward the process.

Informally I Billyard had been informed that there were four potential partners, one of which is Leeds College of Building. It was agreed that further discussion was required to ascertain if a merger was the right way forward for LCB; prior to any "pitch" being made. A Iveson asked about the other potential partners and I Billyard reported the colleges he thought had expressed an interest.

I Billyard stated that LCB was still committed to working with JPC. If a merger did take place the individual identities of both colleges would need to be retained.

Once formal confirmation of JPC's intentions was received a Special Corporation meeting would be arranged to discuss this further.

A Finn did not feel that enough information was available at the current time to debate the issue.

**5. MATTERS ARISING** (continued)

**5.10 Ref Min 5.6** (continued)

M White asked why JPC now felt that a merger was the right way forward. I Billyard reported that previously JPC had felt that they could continue independently, however with all the changes over the last couple of years they no longer felt able to do so – they are too small.

I Billyard stated that he felt there would be some advantages to the College in merging with JPC. JPC do not offer Apprenticeships and there was potential growth in this area. Two or three other vocational areas could also be developed and delivered in South Leeds.

A full business case would be prepared and presented to the Board at the special meeting to be arranged in September 2010.

**IB  
September  
2010**

**5.11**

I Billyard reported that Newcastle College was interested in working with the College in setting up a joint construction training centre, possibly in South Yorkshire. D Pullein and D Whitehead had attended a meeting in Sheffield recently to discuss this. Further discussion with the Board would take place if this was progressed.

**6. STRATEGIC PLANNING**

**a) DEVELOPMENT PLAN FOR 2010/11 – 2012/13**

I Billyard presented the Development Plan for 2010/11 – 2012/13, which had been considered earlier by the Finance & General Purposes Committee. The Development Plan is linked to other key strategic documents: the College's Vision Paper "Towards 2025", Annual Operational Plans, Self Assessment Reports, the Three Year Financial Plan and Property Strategy.

The Development Plan outlines the College's five key priorities:

- 'Outstanding College' status.
- Sustain current levels of provision.
- Higher Education.
- Business Development – diverse income streams.
- New build and accommodation.

Retention, Achievement and Success Rates are set at College level and then broken down across the Faculties. These targets are monitored regularly by the Senior Management Team, Assistant Faculty Managers and Course Teams. D Whitehead emphasised that targets would be revisited once 2009/10 outcomes were known.

The Development Plan is linked to Risk Management. Some risks are generic across the College and others relate to specific areas. These are cross referenced within the Development Plan where appropriate.

**6. STRATEGIC PLANNING** (continued)

**a) DEVELOPMENT PLAN FOR 2010/11 – 2012/13** (continued)

Councillor Driver reiterated that a key priority for the College needs to be HE and the development of new technologies. The Government has acknowledged that the FE sector already delivers HE work very well and offers good value for money. Renewable / sustainable technologies and modern methods of construction are high on the Government's agenda and it was felt that this could be a significant area of growth.

C Harrigan stated that the recent IQER Summative Review was very positive and progression opportunities for students were noted.

M White stated that with the QCF bringing more qualifications into line, students could progress straight through from craft routes and on to HE programmes.

Councillor Driver suggested that the College's Mission Statement should be reviewed. R Scanlan stated that this could be considered at the next Away Day.

C Harrigan suggested that the Top 20 Risks should be reviewed in conjunction with the Development Plan. D Whitehead stated that the Development Plan would be linked with the Risk Management System, Self Assessment Reports and Annual Operational Plans through Covalent in the near future.

**The Corporation approved the Development Plan for 2010/11 – 2012/13.**

**b) THREE YEAR FINANCIAL PLAN, INCLUDING THE BUDGET FOR 2010/11**

D Pullein presented the three year financial plan, including the budget for 2010/11.

A summary, based on the Income and Expenditure report format, was included for convenience; together with the commentary and full details of the plan.

It was noted that income for 2010/11 has dropped to £17.3m. However, a balanced budget over the three years is projected.

Following the Government's Spending Review in October 2010, it was noted that the financial plan may need to be revised.

The financial health of the College remains 'outstanding' throughout all three years of the Plan.

FRS17 figures are estimated.

D Pullein stated that there would be no clawback of 16-18 funds next year and it was therefore anticipated that no clawback would be made this year. Councillor Driver emphasised that the Council would have to make cuts in the future and these may obviously affect elements of the College's funding.

A Finn asked if D Pullein was confident that the plan could be achieved; it was confirmed that, providing all targets were hit, it should be achievable.

**6. STRATEGIC PLANNING** (continued)

**b) THREE YEAR FINANCIAL PLAN, INCLUDING THE BUDGET FOR 2010/11**  
(continued)

Concerns were raised about the increase in examination fees. Awarding Bodies increase fees on an annual basis, at whatever rate they deem appropriate, and this year was no exception. This is an ongoing issue and the FE sector is trying to address this.

**The Corporation approved the three year financial plan, including the budget for 2010/11.**

**7. BENCHMARKING IN THE FE SECTOR**

D Pullein gave a brief demonstration of the benchmarking software available through a joint arrangement with the AoC and College Finance Directors' Group (CFDG). Information on 352 colleges is available and information was based on 2008/09 data.

Various filters can be applied for easier comparison purposes, for example Sixth Form Colleges could be removed etc. Information on colleges' accounts was available for benchmarking against. It was noted that Leeds College of Building performed well against most headings and overall outstanding debts was at its lowest level for 7 years; a letter congratulating the Finance Team on this achievement would be sent on behalf of the Finance & General Purposes Committee.

IB/DP  
1 September  
2010

**The Corporation noted the information on benchmarking in the FE sector.**

**8. APPOINTMENT OF FINANCIAL STATEMENTS AUDITORS**

M Himsforth reported that five companies were invited to tender for the financial statements audit work. Two companies declined to tender and the three who had responded positively were asked to present to the Audit Committee. PKF gave an impressive presentation but it was felt that they had an unproven system; it was noted that Mazars did not have any experience of FE audits. The fees quoted by all three companies were very similar. KPMG's experience was excellent and it was felt there was no reason to change. It was a close decision but KPMG had the highest points score.

**The Corporation approved the appointment of KPMG as financial statements auditors for the three year period from 1 August 2010 to 31 July 2013.**

**9. STRATEGY FOR INTERNAL AUDIT 2010/11 – 2013/14 AND PERIODIC PLAN FOR 2010/11**

M Himsforth presented the strategy for internal audit 2010/11 – 2013/14 and the periodic plan for 2010/11 which had been considered by the Audit Committee.

It was noted that 8 days were still to be allocated. The allocation of these would be considered further following the Government's Spending Review in October 2010.

**9. STRATEGY FOR INTERNAL AUDIT 2010/11 – 2013/14 AND PERIODIC PLAN FOR 2010/11** (continued)

A Finn asked if the matter regarding the proposed increase in fees had been resolved. D Pullein stated that he had spoken to the senior partner at RSM Tenon and made the College's position clear. A response has not yet been received but would be circulated outside the meeting via email.

DP  
1 September  
2010

**The Corporation approved the Strategy for Internal Audit 2010/11 – 2013/14 and the Periodic Plan for 2010/11.**

**10. REVISED TREASURY MANAGEMENT POLICY AND PROCEDURE**

D Pullein presented the revised Treasury Management Policy and Procedure for consideration.

This had previously been discussed by the Finance & General Purposes Committee who had agreed that the Policy should be amended to reflect that up to £1m (initial investment) could be invested with a single counterparty; the second paragraph under Credit Risk should be removed and the reference to £500k on page 4 should be amended to read £1m.

**The Corporation approved the revised Treasury Management Policy and Procedure, subject to the above amendments.**

**11. UPDATE ON ACCOMMODATION ISSUES**

R Scanlan gave a brief update on accommodation issues.

A copy of the letter from the Skills Funding Agency confirming their consent for the College to acquire the site at Regent Street was circulated for information.

A response has now been received from the land agents regarding the Regent Street site. It was reported that their client was willing to proceed with the sale providing this was completed by 31 December 2010. They were aware that ground investigations still needed to be undertaken and that outline planning consent would need to be sought.

The Board agreed that a timescale of 31 December 2010 was unrealistic; the College's Solicitors suggested that 18 months might be more realistic. It was agreed that R Scanlan would contact the land agents suggesting that an exchange of contracts before that date would be feasible but conditional upon obtaining satisfactory outline planning consent. A draft of the proposed email would be sent to the Finance & General Purposes Committee for approval prior to sending.

RS  
23 July 2010

It was agreed that if appropriate this would be discussed at a Special Corporation meeting in September 2010. A paper would be prepared which would include estimated costs associated with obtaining outline planning consent, ground investigations etc. for consideration by the Board. In the meantime suitable alternative sites would continue to be investigated.

Information from the Skills Funding Agency on the Renewal Grant and Enhanced Renewal Grant availability was noted.

**11. UPDATE ON ACCOMMODATION ISSUES** (continued)

It was also reported that the College had been invited to apply for a Renewal Grant from the SFA for £225k, which would need to be matched by two thirds by the College. A condition survey has already been undertaken at North Street and Millwright Street, details from which would form the basis of the bid. This must be made by 30 July 2010.

An Enhanced Renewal Grant was also available for the College to bid for, up to a maximum of £1m (£775k plus £225k from the Renewal Grant if put towards same project). Thirty projects only will be approved and there is a similar requirement for the College to put two thirds towards it also.

Expenditure deadlines seem to be 31 March 2011 for the grant sum from the SFA and September 2011 for completion of the project. It was proposed that a bid be submitted to the SFA for the £775k based on the first phase of a new build of Regent Street, Leeds. The College is not allowed to use the grant funding for the purchase of the land, although it was accepted that the timescale was extremely tight and may not be achievable, it was agreed that a submission should be made by the due date – 2 August 2010 and the College would hear by the end of August if it was successful. The Corporation approved the submission of a bid, in principle, for the Enhanced Renewal Grant and agreed that the full proposal should be circulated to Governors via email for approval.

RS  
28 July 2010

It was noted that Councillor Driver took no part in the above discussions. He declared an interest as a member of Leeds City Council.

**12. SAFEGUARDING (CHILD PROTECTION) POLICY AND PROCEDURE**

R Scanlan presented the revised Safeguarding (Child Protection) Policy and Procedure. This has been amended to reflect the broader elements of safeguarding. All changes were shown in bold italics. Guidance for staff has also been included.

M Himsworth suggested that where designated staff were named this could be amended to read "is currently.....", as staff members do change periodically. It was felt that it was good practice to detail the name of the responsible person, the Policy would be revised on a regular basis and any staff changes amended appropriately.

C Harrigan raised concerns about the interaction with schools and other outside bodies; various issues had been noted previously where vital information had not been passed on to the College. R Scanlan stated that this situation was improving due to the emphasis placed on safeguarding by Ofsted. It was agreed that a paragraph outlining links with other partners would be included.

P Rogerson felt that the reason why information needed to be made available should be communicated to students. It was noted that students do sign a disclaimer regarding disclosure on the Learning Agreement at the start of the year.

**12. SAFEGUARDING (CHILD PROTECTION) POLICY AND PROCEDURE**  
(continued)

Councillor Driver felt that Point 29.2 should be amended to emphasise that behaviour related to the standards and procedures on safeguarding contained within the document.

R Scanlan would circulate any appropriate changes via email for approval.

**The Corporation approved the Safeguarding (Child Protection) Policy and Procedures, subject to the above points.**

**13. 2008/09 QUALIFICATION SUCCESS RATES (QSR) OUTCOMES FOR LEARNER RESPONSIVE PROVISION**

D Whitehead presented the 2008/09 QSR report for FE Learner Responsive provision; covering long qualifications, short qualifications (5-24 weeks) and very short qualifications (less than 5 weeks).

Overall long and short qualifications in 2008/09 were at 80.7%, +1.5% above the NR of 79.2%. Long qualifications were at 78.7%, +2.5% above the NR of 76.2%; however Short qualifications were at 82.5%, -2.9% below the NR of 85.4% (these were mainly additionality to students' primary learning goals and due to new funding rules would be significantly reduced next year).

Success Rates for all qualifications by age and length shows that long courses for 16-18 were +0.6% above NR and +6.1% for 19+. Short qualifications for 16-18 were below NR by -5.5%. Overall Success Rate was +1.5% above NR.

Success Rates for long qualifications by age and level show that overall 16-18 was +0.6% above the NR. 19+ overall was also above the NR at +6.1%. Combined overall Success Rates were +2.5% above NR.

In 2008/09 the College delivered across 8 of the Sector Subject Areas; the main one being SSA05 (Construction, Planning and the Built Environment) where 16-18 was +4% above NR at 77.5% and 19+ was +14.6% above NR. It was noted that SSA14 (Preparation for Life & Work) is an area for concern.

Success Rates by Age and Gender show that 16-18 males performed better than females and there was only 0.5% difference between 19+ males and females. Generally, 19+ learners performed slightly better than 16-18 learners by +2.7%. Details of Success Rates by Age and Ethnicity were shown in Appendices A and B.

Success Rates for all qualifications by LLDD show that the College was on/or around NR and overall was at 80.7% compared to NR of 79.2% (+1.5%).

Retention and Achievement overall show that the College was below the NR of 85.5% for Retention at 82.2% (-3.3%) but was above the NR of 89.1% for Achievement at 95.7% (+6.6%). Retention is monitored in-year and there has been a slight improvement across the College.

**13. 2008/09 QUALIFICATION SUCCESS RATES (QSR) OUTCOMES FOR LEARNER RESPONSIVE PROVISION** (continued)

**Employer Responsive**

Apprenticeships have shown an upward trend in achievements over the last six years. Overall Success Rates for 2008/09 show that Apprenticeships were at 75.3% (+4.8% above NR) and Advanced Apprenticeships were at 84.9% (+12.9 above NR). Timely Success Rates for 2008/09 show that Apprenticeships were at 73.5% and Advanced Apprenticeships at 77.5% (both above NR). Currently OSR for Period 9 2009/10 show that Apprenticeships are at 82.8%, Advanced Apprenticeships at 74.0%; TSR are at 66.7% for Apprenticeships and 74.2% for Advanced Apprenticeships.

**Train to Gain**

Train to Gain showed that overall TSR in 2008/09 was well above the NR, 83.4% compared to 70.0%. As at Period 9 overall TSR for 2009/10 currently stands at 82.9%.

Councillor Driver expressed his disappointment in the difference in success rates for female students compared to males. It was noted that the main issue with 16-18 female students is retention.

A Iveson requested clarification regarding the Retention Improvement Plan. D Whitehead confirmed that this had been implemented at the beginning of 2009/10. Retention is up 4.5% from 2008/09. Notional Level Retention is also up, with the exception of Level 3 16-18 (which is mainly due to retention issues on the new Construction & Built Environment Diploma). Data is broken down to course level and course teams monitor appropriately.

J Evans raised concerns regarding the results for SSA14 (Preparation for Life & Work). D Whitehead stated that there were some issues with regard to the 3792 Skills for Life qualification which were being investigated. It was emphasised that initial assessments are carried out for Additional Learning Support and appropriate intervention put in place as soon as possible.

**The Corporation noted the 2008/09 Qualification Success Rates (QSR) outcomes for Learner Responsive provision.**

**14. GOVERNANCE MATTERS**

**a) ELECTION OF CHAIRPERSON FOR 2010/2011**

The Clerk asked for nominations for Chairperson for 2010/11. M Himsworth nominated C Harrigan and this was seconded by I Billyard. C Harrigan accepted the nomination. There were no other nominations.

**b) ELECTION OF VICE CHAIRPERSON FOR 2010/11**

The Clerk asked for nominations for Vice Chairperson for 2010/11. She reported that M Joyce had expressed an interest in the position. A Iveson nominated M Joyce and C Harrigan seconded the nomination. P Rogerson also expressed an interest. He was nominated by M White and seconded by I Billyard. The Clerk asked that members indicate their vote on paper. The Clerk received the papers and P Rogerson received the majority vote. P Rogerson accepted the nomination.



**18. MEMBERSHIP OF THE SUB-COMMITTEES FOR 2010/11**

The Clerk reported that, following discussion, M White had agreed to join the Audit Committee and J Evans the Employment Committee. There was a vacancy on the Student Liaison Committee and it was suggested that this might be best filled by an external member. D Hutchinson indicated that he would be prepared to join this Committee; this was agreed.

A student representative was required for the Quality Committee and the Clerk would progress this. D Whitehead cautioned about students being overloaded with meetings and this was noted.

RS  
10 Sept. 2010

**The Corporation approved the membership of the sub-committees for 2010/11.**

**19. SCHEDULE OF MEETINGS FOR 2010/2011**

The draft schedule of meetings had previously been considered and any comments from members had been taken into consideration in the final version. It was noted that the first Corporation meeting had been moved back to 12 October 2010 to ensure that success and achievement data for 2009/10 was available.

**The Corporation approved the schedule of Corporation and Sub-Committee Meetings for 2010/11.**

**20. SCHEDULE OF GOVERNOR TRAINING EVENTS FOR 2010/11**

The Clerk presented the schedule of Governor training events for 2010/11. The suggested topics include:

- Preparation for Inspection (half hour briefing before the October Board meeting on 12 October 2010).
- The Green Agenda (11 January 2011).
- Funding (half hour briefing before the March Board meeting on 22 March 2011).
- Employer Engagement (24 May 2011).

Governors were asked to put forward suggestions for other events and it was noted that ad hoc sessions can be arranged at the request of individual Governors, as necessary.

**The Corporation approved the schedule of Governor training events for 2010/11.**

**21. INTEGRATED QUALITY ENHANCEMENT REVIEW (IQER) – SUMMATIVE REVIEW**

D Whitehead reported that the IQER Summative Review had taken place on 16/17 June 2010.

Areas of good practice identified were as follows:

**21. INTEGRATED QUALITY ENHANCEMENT REVIEW (IQER) – SUMMATIVE REVIEW** (continued)

- Collaborative partnership with LMU.
- Effective employer engagement, also including staff placements.
- Student written submission.
- Management and enhancement of curriculum through student awards etc.
- Staff CPD and enhancing teaching and learning.
- Development of VLE materials.

Four Desirable recommendations were made (there were no Essential or Advisable recommendations) as follows:

- To review the rationale of both the HE Practitioners Forum and the HE Strategic Forum.
- To ensure that assignment briefs are checked for accuracy / content prior to handing out to students.
- To produce a HE handbook to provide record of HE policies and procedures for staff.
- To review the quality procedures to ensure consistency of HE admissions and performance data.

Confirmation has now been received that a 'Confidence' judgement has been made with regard to Core theme 1 (Academic Standards) and Core theme 2 (Learning Opportunities). Reliance can also be placed on the accuracy and/or completeness of public information.

The Draft report has been received and returned following a factual check. The final report will be published in early September 2010 on the QAA website.

D Whitehead stated that excellent work had been undertaken by the Faculty Director, B Duffy, and his team in achieving this outstanding result. It was agreed that I Billyard would send a congratulatory letter, on behalf of the Corporation, to the team involved thanking them for their commitment and contribution.

IB  
9 August 2010

J Evans suggested that this result be advertised where possible and D Whitehead confirmed that this was being progressed.

**The Corporation noted the outcome of the IQER Summative Review.**

**22. DATE OF NEXT MEETING**

The next meeting is scheduled for Tuesday 12 October 2010 at 3.30pm. However, a special meeting would be arranged in September 2010 to consider matters as appropriate.

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

Date: .....

Approved: .....  
(Chair)

Date: .....