

LEEDS COLLEGE OF BUILDING

CORPORATION MEETING

Minutes of the meeting held on Tuesday 4 July 2017 at 4.00 pm in Meeting Room 1, North Street.

PRESENT:

Andrew Iveson (Chair)
Michael Berry
Ian Billyard
Robert Crowe
Hon. Ald. Geoffrey Driver
Julia Evans
Dr Ivan Nip
Mark Roper
Rachel Smalley
Marc Townsend
Philip Williams
Spencer Wood

IN ATTENDANCE:

Derek Whitehead (Deputy Principal and Executive Director of Curriculum & Quality)
David Pullein (Executive Director of Finance & Resources)
Craig Williams (Clerk to the Corporation)
Andrew Kenny (observer)
Robert Smith (Apprenticeship Contracts Manager) – Item 7
Karen Rolinson (HR Director) – Item 6
Nancy Fearnside (Secretary - minutes)

**ACTION
BY AND
TARGET DATE**

The Chair noted that Agenda Items 7 and 6 would be taken first.

7. WORK-BASED LEARNING APPRENTICESHIP SUPPORT

D Pullein introduced Robert Smith, Apprenticeship Contracts Manager. R Smith has been promoted to this role internally and D Pullein acknowledged that he is doing a good job, bearing in mind the recent Audits.

R Smith gave an overview of the Apprenticeship Unit structure and staffing. Employer Engagement Advisors are responsible for all aspects of support for Apprentices. The Work Placement Officers source work experience for full-time students and advertise vacancies on behalf of employers. The unit is currently recruiting for an Employer Engagement Advisor to cover maternity leave and an additional Work Placement Officer.

R Smith explained the role of the unit. He outlined the RAG rating process on progress reports: Red – 8-week approach for those that require it, Amber – 12-week approach and Green – 18-week approach.

The last internal Audit confirmed Substantial assurance is in place. R Smith noted that all processes have now been improved across the Unit and they are aiming for Strong assurance at the next Audit. He noted that the Overall Achievement / Timely Achievement Rates are above National Rate.

In 2016/17, 164 vacancies were advertised, resulting in 117 Apprenticeship starts. 236 work placements and 35 site visits have taken place to date. 153 vacancies have currently been advertised for 2017/18.

7. WORK-BASED LEARNING APPRENTICESHIP SUPPORT (continued)

R Smith gave an overview of the Apprenticeship Reforms and confirmed that the team are ready.

D Pullein noted that each Advisor is observed through the OTLA process and R Smith confirmed that 10 Advisors received Grade 1 and 2 received Grade 2.

M Roper queried the number of Apprentices that can be recruited by the Unit; R Smith confirmed that 1,400 / 1,450 could be covered.

M Berry thanked R Smith for a very interesting presentation. He noted that Apprenticeship Success Rates have dropped and asked what was in place to address this. He also queried if the Advisor caseload of 100 Apprentices is manageable.

R Smith felt that the drop in communication between the Unit and Faculties might have affected Success Rates. Improved communication is now in place and monthly reports are circulated regarding every Apprentice. I Billyard noted that companies are still going out of business and this is obviously out of the College's control.

R Smith stated that the increase in caseload followed the introduction of the RAG rating system, which freed up resources and he confirmed that Advisors have sufficient time to meet Apprentices' needs and ensure quality. Caseloads are based on location and if more travel is involved Advisors are allocated less Apprentices.

Hon. Ald. G Driver acknowledged that the intake to date for 2017/18 is good news. He queried the number of female Apprentices and how Maths & English is being managed to maximise success.

R Smith noted that currently 7% of Apprentices are females. These are mainly in Higher Education, Construction Design & Management which is more popular for females. I Billyard stated that an event (in conjunction with WISE) was held last week and 12 female ambassadors attended (a further 15 students could not attend but another event is being held). Ambassadors will attend sessions in schools and try to encourage females into construction.

With regard to Maths & English, R Smith stated that all Apprentices are currently working and a rigorous entry criteria is in place to ensure the Apprentices are on the right course and level. Support is available from Inclusive Learning Support / Skills for Life, who work closely with the Unit and interventions to support Apprentices with Maths & English are put in place as appropriate.

J Evans asked about the recruitment of Apprentices. R Smith stated that the vast majority are already employed but the College does help employers recruit if necessary and any vacancies are advertised to full-time students as a first point of call. J Evans asked if this process could be used to try to recruit more females; if employers are unable to recruit suitable Apprentices the College could offer to find a suitable student. Alternatively, information could be given to assist the employer next time.

7. **WORK-BASED LEARNING APPRENTICESHIP SUPPORT** (continued)

D Whitehead noted that external funding through the NCOP project is being utilised to target deprived postcode areas.

The Chair thanked R Smith for his presentation.

6. **EQUALITY & INCLUSION / HUMAN RIGHTS POLICY & ANTI-SLAVERY / HUMAN TRAFFICKING STATEMENT**

K Rolinson stated that she had emailed Governors requesting attendance at a Grievance Panel hearing; three dates have been suggested (4 September any time, 5 September morning and 6 September morning). If any Governor could attend any of these could they please contact K Rolinson regarding this.

ALL
14 July 2017

K Rolinson noted that an email has been received from one of the Governors regarding the Equality & Inclusion / Human Rights Policy, which raised a number of points. K Rolinson suggested that these points are reviewed with the Governor and the Policy brought back in due course. This was agreed.

KR
26 Sept. 2017

K Rolinson noted that the College has considered its obligations under Anti-Slavery and Human Trafficking legislation and although not legally required a Statement has been developed as an Appendix to the Equality & Inclusion / Human Rights Policy. K Rolinson requested that members considered the Statement for approval.

The Corporation approved the Anti-Slavery and Human Trafficking Statement and agreed that the Equality & Inclusion / Human Rights Policy should be revisited and brought back to the next meeting.

1. **CHAIR'S AND GOVERNORS' COMMUNICATIONS**

1.1

The Clerk reported on the recent Search & Governance meeting. Mike Berry's first term finishes on 31 July 2017 and a second term has been recommended by the Search & Governance Committee.

Geoff Lister's co-option to the Search & Governance Committee ends this summer and an extension to 31 December 2018 has been recommended by the Search & Governance Committee. The Clerk noted that David Robert's term of office on the Search & Governance Committee expires in September 2018 and he has confirmed that he will be stepping down.

The Corporation approved Mike Berry's second term of office from 1 August 2017 to 31 July 2021 and Geoff Lister's extension as co-option on the Search & Governance Committee from 1 August 2017 to 31 December 2018.

1.2

The Chair noted that N Fearnside had sent out the Governors' Communication on 12 June 2017 and B Tanna had sent out an update on the Portal on 28 June 2017.

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

1.3

The Chair invited M Berry to give a brief overview of the walk-through report that he has prepared.

M Berry thanked all Governors who carried out walk-throughs and hopefully they had found the process useful. He noted that the standard of form completion had been much better.

M Berry noted that the Observation of Teaching, Learning & Assessment Report (OTLA) would be presented under Agenda Item 13 and stated that many of the Governors' observations were reflected in this report.

M Berry emphasised that the system put in place needs to be maintained and this will set the College apart to achieve Outstanding.

M Berry stated that if Governors observed good Teaching, Learning & Assessment they should state why (from their perception). If Governors are unsure about anything, he was available by telephone / email. He would also be happy to carry out paired observations.

D Whitehead confirmed that M Berry's report does correlate with the College's OTLA Report and gave confidence / assurance that the College is getting this right. He noted that this would feed well into the self-assessment process and felt that paired observations was a good idea.

The Chair thanked M Berry for pulling this report together. He requested that Governors carried out walk-through observations whenever possible.

2. DECLARATION OF INTEREST

The Chair declared in interest in Agenda Item 21.

3. APOLOGIES FOR ABSENCE

Apologies for absence were received from Emma Caven, Shane Dickinson, Peter Norris, Kelvin Pollard and Max Lee-Fowkes.

4. MINUTES OF THE LAST MEETING

The minutes of the meeting held on 23 May 2017 were approved as a true record.

5. MATTERS ARISING

5.1 Ref Min 7 (23 March 2017)

Taken under Agenda Item 6.

5.2 Ref Min 5.3

Actioned.

5. **MATTERS ARISING** (continued)

5.3 Ref Min 5.5

D Whitehead stated that National Rates have now been released at National level; Construction National Rates are not yet available but would be inserted in the spreadsheets utilised in the Performance Management Reports once released.

DW
26 Sept. 2017

5.4 Ref Min 6

M Berry noted the outstanding partnerships with some of the country's leading manufacturers and felt that this should also include contractors; this was acknowledged.

5.5 Ref Min 6

Actioned.

5.6 Ref Min 8

M Berry raised concern regarding the variance in HE retention compared to last month (ie 84.4% in May and 91.6% in June). D Whitehead explained that this was because a number of HE students were not accounted for on the system. If necessary, he would speak to M Berry outside the meeting regarding this.

5.7 Ref Min 11

Actioned. M Berry stated that he had not been able to find the pre-inspection analysis on the Portal and the Clerk would revisit this.

CW
18 July 2017

STRATEGIC ISSUES

8. **CONFIDENTIAL ITEM**

See attached minute.

9. **CHECKLIST FOR FINANCIAL PLAN COMMENTARY**

D Pullein presented the Financial Planning Checklist recommended by the ESFA; he confirmed that this does not need to be submitted to the ESFA.

The Corporation noted the Checklist for Financial Plan Commentary.

10. **CONFIDENTIAL ITEM**

See attached minute.

11. **STRATEGIC FRAMEWORK SUMMARY FOR 2017/18 – 2019/20**

D Whitehead presented the Strategic Framework Summary for 2017/18 – 2019/20. This sets out the main targets and summarised the Three Year Development Plan, showing progress from one year to the next. The Summary has been agreed with the Executive Team and Senior Management Team.

The Corporation approved the Strategic Framework Summary for 2017/18 – 2019/20.

QUALITY ISSUES

12. PERFORMANCE MANAGEMENT REPORTS

D Whitehead noted the excellent results at the recent SkillBuild competition. Press coverage of this will be progressed once the embargo is lifted by CITB.

D Whitehead presented detailed Performance Management Reports as at 15 June 2017. National Rates for GFE have just recently been released and Construction related National Rates would be added to the next reports.

Education & Training - 16-18 overall retention is 89.7% and +2.1% on the previous year at the same point. All levels are showing an increase. 19+ overall retention is 96.1%, +3% on the previous year at the same point. The GFE National Rate for 19+ 2015/16 was 91%.

Overall Achievement Rate (OAR) for all Apprenticeships is 80.0% (-4.8% on last year) and Timely Achievement Rate (TAR) is 74.1% (-7.7% on last year). However, both are well above National Rates. The gap between TAR and OAR is 5.9% and needs to be narrowed.

Higher Education retention is 91.6% (-1.8% on last year).

Good improvements are coming through on English & Maths compared to last year and progress is being made, albeit against a very low threshold.

GCSE examinations are now completed and the key focus is on Functional Skills. A summary of the improvements made were detailed in the report. D Whitehead stated that the final ILR will be submitted early December and gives the College time to pick up any learners who have not achieved in the summer.

Attendance on English is 72.68% and Maths is 72.57%, overall attendance is -14.84% below the College overall figure of 87.47%. Punctuality on English is 93.85% and Maths 90.64%, overall attendance is -3.59% below the College overall figure of 96%.

Details of attendance at Maths and English GCSE examinations were noted. This was broadly similar to last year.

Achieve Through Learning Ltd (ATL): 19+ (all levels) is -9.7% on the same period last year at 81.6%. D Whitehead noted that previously ATL had only delivered Workplace Learning / NVQ type work and this is a learning curve for them. Apprenticeships: OAR is +2.9% (85.3%) on previous year and TAR is +5.1% (75.8%). The gap between TAR and OAR is 9.5% and needs to be narrowed.

D Whitehead confirmed that achievements are being prioritised by all staff to maximise outcomes.

M Berry noted that overall the report was very positive. Progress on Maths and English is commendable at every level. He queried whether (based on retention and predicted achievement rates for 16-18 and 19+) the targets would be met. D Whitehead reiterated that staff are doing their utmost; he felt confident (from the reports being received) that targets would be achieved. English and Maths results are obviously dependent on examination results but he did not believe this would pull down the overall outcomes like last year.

12. PERFORMANCE MANAGEMENT REPORTS (continued)

R Crowe noted that the College is involved in the Education Endowment Foundation (EEF) to develop resources contextualising Maths and English within construction. D Whitehead confirmed that S Rees (Faculty Director) is involved in this. CITB are also looking at Maths and English. R Crowe stated that Applied Maths & English would have a positive impact on results.

D Whitehead noted that Ofsted recognise the issues regarding Maths and English and will look at the progress learners are making, not necessarily the end results.

D Whitehead acknowledged that Maths and English is a key weakness and this is recognised by the College. S Rees (Faculty Director) was appointed earlier this year and a new Assistant Faculty Director and Head of English are now in place, with a Head of Maths due to start in September. Hopefully this will address the issues and help drive improvement.

The Corporation noted the Performance Management Reports.

13. OBSERVATION OF TEACHING, LEARNING & ASSESSMENT REPORT FOR 2016/17

D Whitehead presented the Observation of Teaching, Learning & Assessment Report for 2016/17 and gave a brief overview.

The overall College grades show that 93% of sessions were good or better; however, this is below the College target of 95%. Eleven sessions were given Grade 3's; after support interventions were implemented these members of staff were re-observed and achieved Grade 2's. No Grade 4's were received this year.

Key findings were included in the report and a summary of key strengths and areas for improvement were detailed in the Executive Summary. One of the key areas for improvement is inconsistency in marking and feedback. D Whitehead noted that a Marking & Feedback Policy has now been produced to address this and will be rolled out to staff. D Whitehead emphasised that the challenge now is to move from good to outstanding.

M Berry noted that the report was very thorough. However, not much progress has been made on moving good sessions to outstanding; this was still at 28%. He asked what would be done in 2017/18 to improve this. He also noted that Teaching & Learning for 16-18 is lower than the rest of the provision and queried whether there is a link between Teaching & Learning and outcomes.

D Whitehead noted that the key issue on 16-18 is attendance on Maths & English, although some improvements have been seen. Strategies to improve Teaching & Learning include questioning techniques, feedback, engagement of learners, innovative teaching approaches etc. Attendance is emphasised from Day One so learners know the College's expectation.

13. OBSERVATION OF TEACHING, LEARNING & ASSESSMENT REPORT FOR 2016/17 (continued)

D Whitehead stated that it is also about raising expectations of staff; some are happy to get a Grade 2 because achieving Grade 1 could mean extra work for them in cascading best practice to other staff. R Crowe agreed that many staff do aim for Grade 2 because of this. The question of regarding Grade 1 lecturers has been raised, together with additional training and use of Teaching & Learning Coaches.

D Whitehead stated that the Observation of Teaching, Learning & Assessment process is currently being reviewed, focusing more on areas for improvements rather than grades.

The Corporation noted the Observation of Teaching, Learning & Assessment Report for 2016/17.

14. UPDATE ON SUB-CONTRACTING – 2017/18

The report detailed the sub-contracting arrangements for the College and ATL for 2017/18 and an overview of 2016/17.

The Corporation noted the update on sub-contracting.

AUDIT ISSUES

15. BUSINESS CONTINUITY ANNUAL REPORT FOR 2016/17

The Business Continuity Annual Report for 2016/17 was discussed at the Audit Committee meeting and recommended to the Board for approval.

The Corporation approved the Business Continuity Annual Report for 2016/17.

16. DRAFT INTERNAL AUDIT PLAN FOR 2017/18 TO 2019/20

The Internal Audit Plan was presented to and discussed by the Audit Committee and is recommended for approval by the Board.

The Corporation approved the Internal Audit Plan for 2017/18 to 2019/20.

17. AUDIT PLAN 2017/18

The Audit Plan for 2017/18 was presented to and discussed by the Audit Committee and is recommended for approval by the Board.

The Corporation approved the Audit Plan for 2017/18.

FINANCE ISSUES

18. MANAGEMENT ACCOUNT POSITION STATEMENT AS AT 31 MAY 2017

D Pullein presented the Management Account Position Statement as at 31 May 2017.

18. MANAGEMENT ACCOUNT POSITION STATEMENT AS AT 31 MAY 2017
(continued)

D Pullein noted that the College has been successful at obtaining growth funding at Performance Management Point 2 and is therefore not working at risk for 16-18 Apprenticeships and this should now be paid in year. However, the College is still at risk for approximately £83k on Adult Apprenticeships.

The RAG rated Key Performance Indicators were noted.

The ESFA Notice of Concern meeting was held last week and they confirmed that as long as the final 2016-17 year end accounts supported what is being reported in the management accounts and ratified when signed off, then the Notice of Concern will be signed off.

The Corporation noted the Management Accounts for May 2017.

19. FINANCIAL REGULATIONS 2017/18

D Pullein noted that following changes to the Audit Committee Terms of Reference, any key issue could mean that the Audit Committee can request an additional audit but noted that there is no budget for this. Therefore, an amendment to the Financial Regulations is required to reflect this.

DP
1 August 2017

The Corporation approved the Financial Regulations for 2017/18, subject to the amendment noted above.

GOVERNANCE ISSUES

20. TERMS OF REFERENCE FOR SUB-COMMITTEES

The Clerk presented the Terms of Reference for the Search & Governance Committee and the Student Liaison Committee; no changes have been made.

The Corporation approved the existing Terms of Reference for the Search & Governance Committee and the Student Liaison Committee.

21. EXTENSION TO CHAIR'S TERM OF OFFICE

The Clerk reported that due to changes in the Chair Elect's professional circumstances, P Williams is no longer able to undertake this role. A Iveson has agreed to continue for another year (maximum) and the Clerk recommended approval of this by the Board.

The Corporation approved the extension of the Chair's Term of Office to 31 July 2018.

P Williams thanked the Board for their understanding and support.

22. DATE OF NEXT MEETING

The next meeting is scheduled to take place on Tuesday 26 September 2017 at 4.00pm at North Street. A discussion with students will take place prior to this at 3.00pm.

The Chair noted that this was the last meeting for the Student Governors and recorded the Board's thanks for their contribution to the Board. He stated that S Wood and M Lee-Fowkes have been the best Student Governors that he can remember. The Clerk presented a token of the Board's appreciation to S Wood and would ensure that M Lee-Fowkes also received this token.

The Chair also noted that this was Hon. Ald. G Driver's last meeting and recorded the Board's thanks for his contribution to and support for the Board. He felt that Geoff had been his "social compass" in case he forgot about the greater picture and thanked him for this. The Clerk presented Geoff with a token of the Board's appreciation.

Hon. Ald. G Driver stated that it has been a great pleasure being on the Board. The wider City goal is to look at communities that traditionally provides skills to the City, most of which are south of the City, and we must not forget the other areas. He noted that a new organisation "Cradle of Innovation and Industry" is working in the Hunslet area and it would be interesting to see how the college could link up with this organisation.

Signed for Distribution:
(Chair)

Date:

Approved:
(Chair)

Date: