

LEEDS COLLEGE OF BUILDING

CORPORATION MEETING

Minutes of the meeting held on Tuesday 21 November 2017 at 4.00 pm in Meeting Room 1, North Street.

PRESENT:

Andrew Iveson (Chair)
Michael Berry
Ian Billyard
Emma Caven
Robert Crowe
Andrew Kenny
Dr Ivan Nip
Luke Norris
Kelvin Pollard
Marc Townsend
Kathryn Wilkinson

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)
Stuart Rees (Faculty Director) – Item 7
Nancy Fearnside (PA - minutes)

ACTION
BY AND
TARGET DATE

1. CHAIR'S AND GOVERNORS' COMMUNICATIONS

1.1

The Chair noted that Shane Dickinson has resigned from the Board due to work commitments. The Chair requested that a letter be sent on behalf of the Board thanking him for his contributions; the Clerk would action this.

CW
8 Dec. 2017

1.2

The Chair noted that Kathryn Wilkinson has now joined the Board as a full member and would be taking over as Lead Governor for Safeguarding and would also be joining the Student Liaison Committee.

1.3

The Chair noted that N Fearnside had sent out the Governors' Communication on 13 October 2017 and B Tanna had sent out an update on the Portal on 4 October and 6 November 2017.

1.4

The Clerk noted that the Search & Governance Committee have recommended that Julia Evan's membership be extended to 31 July 2021 with a review on 31 July 2019.

The Corporation approved the extension of Julia Evan's membership until 31 July 2021, with a review date of 31 July 2019.

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

1.5

The Chair reported on the recent WorldSkills Competition where a number of students had obtained medals. Harry Pennock (Roofing) – Gold; James Tidswell (Roofing) – Bronze; Ben Pick (Joinery) – Gold and Jordan Kitching (Plastering) – Silver. Callum Pearson (Wall & Floor Tiling) was not placed but received good feedback. Aidan Chandler unfortunately had to withdraw from the competition due to breaking his ankle beforehand. The Chair asked the Clerk to write to each student on behalf of the Board congratulating them on their medals and also thank the staff and students who looked after the 'Have a Go' areas at the competition.

**CW
8 Dec. 2017**

The Chair noted that the College finished in 4th place in the WorldSkills League Table (out of 137).

2. APOLOGIES FOR ABSENCE

Apologies for absence were received from Julia Evans, Peter Norris, Mark Roper, Rachel Smalley and Philip Williams.

3. DETERMINATION OF OBSERVERS / ATTENDEES

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

4. DECLARATION OF INTEREST

There were no declarations of interest.

5. MINUTES OF THE LAST MEETING

The minutes of the meeting held on 26 September 2017 were approved as a true record.

6. MATTERS ARISING

6.1 Ref Min 7.2

The Clerk reported that the Equality & Inclusion / Human Rights Policy would be presented at the meeting on 23 January 2018.

**DP/KR
23 Jan. 2018**

6.2 Ref Min 7.7

Taken under Agenda Item 10.

6.3 Ref Min 8

Actioned.

6.4 Ref Min 14

Actioned.

6.5 Ref Min 15

D Pullein confirmed that the question of bonus payments being paid into staff pensions had been investigated but this was not possible.

6. MATTERS ARISING (continued)

6.6 Ref Min 19

Actioned.

7. PRESENTATION ON TEACHING, LEARNING & ASSESSMENT

D Whitehead introduced Stuart Rees (Faculty Director, Quality & Learning Support Services), who oversees Teaching & Learning across College.

S Rees gave a presentation regarding Teaching, Learning & Assessment (TL&A), outlining the key strengths of the College to move from Good to Outstanding. The following key points were noted:

- TL&A in College is Good right now; 93% OTLA observations graded as good or better in 2016/17.
- Current picture.
- Pedagogy.
- Stretch & Challenge.
- Information, Advice and Guidance.
- Moving from Good to Outstanding.
- Three key areas (Target grades and tracking, Assessment and feedback, Group work and approaches to Teaching and Learning).
- Update on English & Maths.

M Berry noted that 27% of observations have been graded Outstanding, but the largest proportion is Good or better. The revised observation process is not graded (which was agreed by Governors) and M Berry asked how Governors would be able to measure improvements. S Rees stated that three observations will be carried out, one of which will be a peer observation. Observations will be BRAG rated which will still give a statistical picture. A targeted and measured approach Faculty-wide will be taken rather than individual.

K Wilkinson noted the 7% of observations that were Grade 3 (Requires Improvement) and asked what support was in place for these lecturers and how long did the support programmes last. D Whitehead went through the various support available (ie Learning Coaches, CPD sessions, buddying system and external support as required). Support ranged from three months to one year as appropriate and if no improvement then lecturers are put on a Performance Improvement Plan.

Dr I Nip asked how the College could move more staff to Outstanding. S Rees stated that the revised process is about departments rather than individuals.

The Chair thanked S Rees for his presentation. The Clerk confirmed that the PowerPoint presentation would be placed on the Governors' Portal for information.

8. HUNSLET PHASE 2

D Pullein reported that the Phase 2 project has now started and the foundations are on track. The project is currently within budget. A slight issue has arisen in that Clugstons funding programme does not match the Combined Authority programme and D Pullein is liaising regarding this.

A Kenny raised the issue of contamination; D Pullein confirmed that £47k was included in the build costs for contamination.

The Clerk noted that the monthly project reports would be uploaded on to the Governors' Portal for information. A Newsletter from Clugstons would also be uploaded.

9. HE ANNUAL PROGRAMME MONITORING REVIEW AND QUALITY ASSURANCE RETURN

D Whitehead presented the report, which has been prepared by Brian Duffy (Faculty Director), and gave a brief overview. The detailed HE Annual Programme Monitoring Review (APMR) provided an accurate self-evaluation regarding the College's HE provision and was in line with the Higher Education Funding Council's (HEFCE) revised operating model for quality assessment. The revised model includes a role for the Governing Board in providing assurances about the quality of the College's HE provision.

D Whitehead felt the report was very detailed and the Senior Management Team are happy with the report. A major strength outlined in the report is the employer engagement relationships.

D Whitehead recommended the APMR to the Board for approval and requested that the Chair signed Annex A, which would then be returned to HEFCE via their extranet.

M Berry felt heartened by the report and felt it would help the College in moving towards outstanding. He stated that the College showed outstanding Leadership & Management in developing these links with industry. Reports from External Verifiers were excellent and evidence of outstanding performance was noted in the report. Overall he felt that the report was very good; Dr I Nip concurred with this.

Dr I Nip asked where the HND students had come from; D Whitehead stated that they had progressed from Advanced Apprenticeships on to Higher Apprenticeships and the majority were "home grown" progressions in the College. D Whitehead noted that the HND full-time programme had not taken off as well as expected but the College's main market is part-time provision.

D Whitehead noted that HEFCE will be replaced by a new regulator for English Higher Education providers, the Office for Students, from 1 April 2018.

The Corporation approved the Annual Programme Monitoring Review and authorised the Chair to sign the Quality Assurance Return.

10. 2016/17 PERFORMANCE MANAGEMENT REPORTS AND RETENTION TO DATE FOR 2017/18, INCLUDING MATHS & ENGLISH

D Whitehead presented the Performance Management Reports for 2016/17 and gave a brief overview.

All Levels 16-18 including Maths & English: Retention 87% (-2% NR but +6% on previous year); Pass 85% (-3% NR and -2% on previous year) and Achievement 70% (-8% NR but +1% on previous year). 16-18 excluding Maths & English: Retention 89% (-1% NR but +2% on previous year), Pass 93% (+5% NR but -1% on previous year) and Achievement 80% (+2% NR but -1% on previous year). Breakdowns were shown at Levels 1, 2 and 3.

All Levels 19+ including Maths & English: Retention 96% (+4% NR and +6% on previous year), Pass 99% (+6% NR and +2% on previous year) and Achievement 93% (+8% NR and +4% on previous year). 19+ excluding Maths & English: Retention 93% (+3% NR but -2% on previous year), Pass 97% (+17% NR and +1% on previous year) and Achievement 89% (+8% NR and +3% on previous year). Breakdowns were shown at Levels 1, 2 and 3.

Pass Rates and Achievement Rates for 16-18 year old students receiving ALS intervention are slightly above those that did not receive ALS (+2% and +4% respectively).

Ethnicity – BAME students (415) perform better (+6%) than White British and Achievement is +2%.

Gender – Female students (46) perform better than male students (1,909) (Pass Rate +5% and Achievement Rate +8%).

Students with difficulty / disability / health problems (840) compared to those without (1,106) are almost equal.

Timely Achievement Rates (TAR) for Apprenticeships – Intermediate 61%, Advanced 67% and Higher 94%, All Levels 66% (+6% NR but -8% on previous year). Overall Achievement Rates (OAR) – Intermediate 70%, Advanced 79%, Higher 94%, All Levels 76% (+7% NR but -3% on previous year). The gap between OAR and TAR is an area for improvement and needs narrowing.

Higher Education – Retention was 88% (+6%), Pass Rate was 94% (-4% on previous year but still +10% NR) and Achievement Rate was 73% (+13% NR).

Sub-contracted Provision: Education & Training (mainly 19+) All Levels – Retention 99% (+7% NR), Pass Rate 99% (+6% NR) and Achievement Rate 98% (+13% NR). Apprenticeships All Levels / Ages (154) OAR was 87% (+18% NR) and TAR was 70% (+10% NR).

14-16 Skills Academy – Retention was 99% (+5% on previous year), Pass Rate was 98% (+2.4% on previous year) and Achievement Rate was 96% (+11%).

The National FE Choice Employer Survey result was 82.6% (+6.5% on 2016/17). The Learner Satisfaction survey result was 80.3%.

10. 2016/17 PERFORMANCE MANAGEMENT REPORTS AND RETENTION TO DATE FOR 2017/18, INCLUDING MATHS & ENGLISH (continued)

Results for Achieve Through Learning were noted. The major cause was changing the curriculum from Workplace NVQ delivery (which is no longer funded) to Classroom based learning for 19+ Adults and Apprenticeships. The 2016/17 results will give a base line to build on.

Attendance at College Level in 2016/17 was 87.4% with a target of 90% set for 2017/18.

The key areas of concern are Maths & English, TAR and Apprenticeship provision.

The Chair noted the decline in TAR and queried the reason for this. D Whitehead stated that 146 Apprentices had left / not achieved in 2016/17, 34 of these were made redundant which is out of the College's control; various other reasons were noted.

M Berry felt that more provision is reaching outstanding levels on Achievement (19+, HE / Higher Apprenticeships / 14-16 and sub-contracted). 16-18 Pass Rates are slightly down and more needs to be done on English and Maths, although it is moving in the right direction. M Berry asked if there would be any improvement at the RO4 return; D Whitehead stated that there may be some slight improvement.

E Caven asked if TAR is always lower than OAR; D Whitehead explained how this worked and confirmed that generally TAR is lower than OAR. E Caven noted that in 2015/16 TAR seemed to be higher than OAR. *Subsequent to the meeting D Whitehead confirmed that the difference between 2015/16 and 2016/17 TAR should read -8%, which made TAR in 2015/16 74% compared to 79% OAR.*

D Whitehead presented the Performance Management Reports for 2017/18 and gave a brief overview.

Retention is as expected at this time of the year and is very high for both 16-18 and 19+. Apprenticeship provision is based on Best Case Leavers (Retention for both OAR and TAR) and if all Apprentices with an expected end date of 2017/18 are retained and complete all frameworks the Best Case could be TAR 83% and OAR 86%. It was acknowledged, however, that this will be challenging.

Higher Education remains high, with Retention at 94.1%. Retention on 14-16 Skills Academy is very high.

ATL Apprenticeships - if all Apprentices with an expected end date of 2017/18 are retained and complete all frameworks the Best Case could be TAR 89% and OAR 90%.

The Corporation noted the 2016/17 Performance Management Reports and Retention to date for 2017/18, including Maths & English.

11. DRAFT LEADERSHIP & MANAGEMENT AND OVERALL EFFECTIVENESS SELF-ASSESSMENT REPORTS FOR 2016/17

D Whitehead presented the report and gave a brief overview. The 2016/17 Self-Assessment Reports have been aligned to the Common Inspection Framework and the overall College Self-Assessment Report covers the key judgements and key provision types. The reports look back at 2016/17 and include Strengths and Areas for Improvement.

The SAR Validation Panel is taking place on Friday 24 November 2017; M Berry is attending this as the Governor representative. The Validation Panel would consider, challenge and agree the following proposed grades for 2016/17:

- Overall Effectiveness (Grade 2)
- Leadership & Management (Grade 2 – from Grade 3)
- Teaching, Learning & Assessment (Grade 2)
- Personal Development, Behaviour & Well-being (Grade 2, or possibly Grade 1; although attendance is a key issue on Maths & English)
- Outcomes for Learners (Grade 2)
- 16-19 Study Programmes (Grade 2)
- Adult Learning (Grade 1)
- Apprenticeships (Grade 2)
- High Needs (Grade 2)
- 14-16 Skills Provision (Grade 1 – but not included as a separate report)

D Whitehead noted that any Areas for Improvement would be included in individual area's Annual Operational Plans and monitored appropriately.

The full report would be placed on the Governors' portal and grades confirmed at the December meeting.

CW/DW
19 Dec. 2017

M Berry noted the percentage of students (16-18) accessing College courses from deprived / disadvantaged areas and D Whitehead confirmed that this was 46%. Full details of attainment of young people at 16-18 (ie what grades they come to the College with) are included within the Outcomes for Learners section of the report.

The Corporation noted the Leadership & Management and Overall Effectiveness Self-Assessment Reports for 2016/17

12. MANAGEMENT ACCOUNT POSITION STATEMENT

D Pullein presented the Management Account Position Statements as at 30 September 2017 and 31 October 2017.

Changes in non-levy apprenticeship funding is making it impossible to get accurate income data at the moment; D Pullein is working with the DIS Manager to try to resolve this but currently budgeted figures are being used. This is also having a detrimental effect on cash flow.

12. MANAGEMENT ACCOUNT POSITION STATEMENT (continued)

Apprenticeship starts at ATL are a major concern. Previously Apprenticeships have been free; employers now have to make a 10% contribution and some are not keen on paying this. An ATL Board meeting is being held on 8 December 2017 and strategies to improve this will be discussed. D Pullein noted that the College has always charged a fee for Apprenticeships which has helped the College.

16-18 numbers are below target and this will have an impact on 2018/19 income due to lagged funding.

The Key Performance Targets were noted. D Pullein emphasised that 2017/18 will be a challenging year as previously reported.

M Berry asked if the ESFA numbers would increase. D Pullein stated that they would probably drop due to withdrawals. The ESFA compare the RO4 and RO6 returns, which will impact on 2018/19.

D Pullein stated that, based on the number of Apprentices enrolling, this target should be achieved. The non-levy allocation has been delayed yet again.

E Caven asked what is being done to improve ATL's performance. Various strategies are in place, eg broadening range of courses / levels, utilising marketing companies, revisiting companies, working with the Local Authority / charities. ATL also have a small allocation for 16-18 and this needs to be built upon.

The Apprenticeship changes are the main issue that has affected ATL (and the College). The 10% contribution by employers is compulsory to enable the remaining 90% funding to be drawn down. R Crowe asked what happens if the 10% is not paid; D Pullein stated that this would mean the 90% cannot be drawn down and it will be up to ATL (and the College) to deal with this.

A Iveson asked what impact the lack of 16-18 numbers would have on the College; D Pullein confirmed that a reduction of approximately £300k would be applied in 2018/19.

D Whitehead noted that funding for old Frameworks have been reduced prior to moving all on to the new Standards / Trailblazers; however the College currently only delivers the new Standards in Gas, Transport Planning and Electrotechnical.

The Corporation noted the Management Account Position Statements.

13. BUDGET TIMETABLE FOR 2017/18

D Pullein presented the Budget Timetable for 2017/18 for approval.

The Corporation approved the Budget Timetable for 2017/18.

14. INTERNAL AUDIT ANNUAL REPORT FOR 2016/17 FROM WYLIE & BISSET

D Pullein presented the Internal Audit Annual Report from Wylie & Bisset for 2016/17, which has previously been discussed at the Audit Committee, and gave a brief overview.

The overall opinion in the report states “the College did have adequate and effective risk management, control and governance processes to manage its achievement of the College’s objectives at the time of the audit work and has proper arrangements to promote and secure value for money”.

Benchmarking undertaken for audits of a similar nature confirmed that overall the College has a lower number of recommendations than other colleges used in the benchmarking.

The Corporation approved the Internal Audit Annual Report 2016/17.

15. AUDIT COMMITTEE ANNUAL REPORT

The Clerk presented the Audit Committee’s Annual Report for 2016/17, which has previously been discussed at the Audit Committee and recommended for approval by the Board.

The Corporation approved the Audit Committee Annual Report for 2016/17.

16. REPORT ON RISK MANAGEMENT FROM THE BUSINESS CONTINUITY TEAM

D Pullein presented the Business Continuity Termly Report for the period June 2017 to November 2017 and gave a brief overview.

The Risk Management Team has reviewed all existing risks and the SMT have, via the Deputy Principal, reviewed all College-wide and Priority 1 Risks, as normal practice. Key changes were noted in the report and highlighted in Appendix 1.

The Corporation noted the report on Risk Management from the Business Continuity Team.

17. REGULARITY SELF-ASSESSMENT REPORT

D Pullein presented the Regularity Self-Assessment Report, which colleges must complete and pass to their external auditors to inform the regularity assurance engagement; this has previously been discussed at the Audit Committee and recommended for approval by the Board.

The Corporation approved the Regularity Self-Assessment Report and the signing of this by the Chair and I Billyard.

18. AUDIT COMMITTEE'S TERMS OF REFERENCE

The Clerk presented a paper regarding the Audit Committee's Terms of Reference. These were reviewed by the Audit Committee on 4 July 2017 and recommended to the Board for approval.

The Corporation approved the Audit Committee Terms of Reference.

19. HEALTH, SAFETY & ENVIRONMENT ANNUAL REPORT

D Pullein presented the Health, Safety & Environment Annual Report for 2016/17. He noted that a significant amount of work has gone into reducing the number of accidents. I Billyard stated that the College's strict regime on Health & Safety helps support training for large companies.

The Corporation noted the Health, Safety & Environment Annual Report for 2016/17.

DATE OF NEXT MEETING

The next meeting is scheduled to take place on Monday 18 December 2017 at 4.00pm (North Street).

Signed for Distribution: Date:
(Chair)

Approved: Date:
(Chair)