

# LEEDS COLLEGE OF BUILDING

## CORPORATION MEETING

Minutes of the meeting held on Tuesday 22 May 2018 at 4.00 pm in Meeting Room 1, North Street.

### PRESENT:

Andrew Iveson (Chair)  
Ian Billyard  
Mike Berry  
Simon Bray  
Julia Evans  
Terry Hodgkinson  
Andrew Kenny  
Dr Ivan Nip  
Peter Norris  
Derek Packer  
Mark Roper  
David Russell  
Rachel Smalley  
Kathryn Wilkinson

### IN ATTENDANCE:

Derek Whitehead (Deputy Principal and Executive Director of Curriculum & Quality)  
David Nolan (Interim Executive Director of Finance & Resources)  
Craig Williams (Clerk to the Corporation)  
Nancy Fearnside (PA - minutes)  
Wayne Chappelow (Faculty Director – Item 7)  
Brian Duffy (Faculty Director – Item 7)

ACTION  
BY AND  
TARGET DATE

## 1. CHAIR'S AND GOVERNORS' COMMUNICATIONS

### 1.1

The Clerk reported that a panel from the Search & Governance Committee had interviewed David Russell (Pro-Vice Chancellor at Leeds Art University) and Derek Packer (Business Development Manager at Sir Robert McAlpine). The Committee have recommended that both be appointed to the Board as external members.

**The Corporation approved the recommendation for David Russell and Derek Packer to join the Board as external members from 22 May 2018 to 21 May 2022.**

The Chair welcomed David and Derek and introductions were made.

The Clerk also reported that the Search & Governance Panel had interviewed Rachel Lindley (Yorkshire Water) with a view to joining the Audit Committee, and the Committee have recommended this appointment. Following discussions with the Clerk Rachel has also confirmed she would be happy to join the Board.

**The Corporation approved the recommendation for Rachel Lindley to join the Board and Audit Committee as an external member from 25 September 2018 to 24 September 2022.**

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

**1.2**

The Chair noted that N Fearnside had sent out the Governors' Communication on 1 May 2018 and B Tanna had sent out an update on the Portal on 8 May 2018.

**1.3**

P Norris gave a brief update on the meeting with Wylie Bisset regarding the Audit Plan for 2018/19. A key focus for 2018/19 would be the Post Inspection Action Plan and the key areas for improvement.

**2. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Luke Norris, Marc Townsend and David Pullein.

**3. DETERMINATION OF OBSERVERS / ATTENDEES**

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

**4. DECLARATION OF INTEREST**

D Whitehead and D Nolan declared an interest in Item 14 and the Clerk declared an interest in Item 10.

**5. MINUTES OF THE LAST MEETING**

The minutes of the meeting held on 20 March 2018 were approved as a true record, with the exception of Item 8 – third paragraph. M Berry explained that the point he had made was that the gender pay gap difference between management and teaching & learning overall was very narrow compared to the overall gap.

**6. MATTERS ARISING**

**6.1 Ref Min 1.3**

Actioned.

**6.2 Ref Min 1.5**

Actioned. The Clerk reported that D Packer would also be joining the Student Liaison Committee.

**6.3 Ref Min 1.6**

Actioned; the Clerk confirmed that A Kenny will be joining the ATL Board.

**6.4 Ref Min 1.7**

Once address details have been obtained, the Clerk will send a letter congratulating students on their achievements.

**6.5 Ref Min 9**

Actioned.

**6.6 Ref Min 10**

Taken under Item 11.

**6. MATTERS ARISING** (continued)

**6.7 Ref Min 16**

Actioned.

**6.8 Ref Min 16**

Actioned.

**7. PERSONAL DEVELOPMENT BEHAVIOUR & WELFARE OF STUDENTS**

D Whitehead introduced Wayne Chappelow (Faculty Director, Construction Crafts) and Brian Duffy (Faculty Director, Built Environment & Engineering Services); they would give a presentation on Personal Development Behaviour and Welfare of Students.

The following key points were noted:

- At the Inspection, Inspectors noted that “too few students participate in work experience / placements”.
- Dedicated Work Placement Officers attached to each Faculty; since September 2017, they have worked with over 131 companies to arrange site visits and work placements.
- Tracking spreadsheet implemented.
- Partnership with Leeds City Council, offering at least five students work placements per week. A partnership with Bell Group is also in place and discussions with numerous other companies are being progressed.
- Details of work placements / experience were noted; 29 students have progressed into employment as a result.
- 628 site visits have taken place to date; a breakdown of trade areas involved was noted.
- Various educational trips / visits have taken place.
- A number of community projects are being progressed (eg mud kitchen, second Bramley Scout Hut etc.), which Study Programme students take part in. An overview was given.
- Details of the Preparing for Life in Modern Britain programme was noted; this is timetabled into students’ programmes.
- 20 student Prevent Ambassadors are in place; this is in partnership with Leeds City Council and Police Commissioner. From the SPOC1 (November 2017) results, 97% of students are aware of the threat from terrorism and radicalisation and 98% understand and follow the British Values.
- Details of attendance and punctuality in Terms 1 and 2 were noted.
- The importance of attendance / punctuality, linked to employability, is emphasised throughout students’ time at College.
- Themed walk-throughs focusing on attendance, punctuality and preparation for sessions.
- Maths & English is a key item on all team meeting agendas and how vocational areas can support. Various strategies have been implemented.
- Recent competition awards in Construction Crafts were noted. The SkillBuild Regional competition will take place on 21 June 2018 at York College.
- A case study of a student who has progressed through various trades was noted; he has now started work at the College as a Learning Facilitator in the 14-16 Skills Academy.

## 7. PERSONAL DEVELOPMENT BEHAVIOUR & WELFARE OF STUDENTS

(continued)

- Details of the numerous companies / manufacturers that the College works with were noted. BAM Nuttall will have around 100 Apprentices at the College next year.
- Manufacturing visits undertaken by students include Baxi Boilers, Worcester Bosch and Yorkshire Water.
- Laptops have been given to all new full-time HND students (via NCOP). A class set of laptops for HECDM has also been purchased.
- Award success in HECDM and SBS were noted.
- Individual / group tutorials take place weekly.
- Termly reviews track and record progress and set targets.
- 60 College student representatives, with HECDM Ambassadors linked with WISE.
- Institution of Civil Engineers (ICE); 18 applications were made for the Quest Technical Scholarship, of which 12 were from LCB. Of the seven Quest Scholarships awarded, LCB students won six.
- The HECDM Apprenticeship Team won the BTEC Apprenticeship Provider of the Year.
- Performance Management Reviews took place recently, with comprehensive coverage from Faculties.
- 100% retention of female Study Programme students (25 completers). Timely Achievement of female Apprentices is predicted to be 85%.
- Best case achievement for the majority of 16 ethnicity areas has increased from last year.
- The May 2018 Staff Training Day was delivered to around 200 student facing staff teams.

M Berry thanked W Chappelow and B Duffy for their presentation. He congratulated students on their competition success and felt that the case study culminating in employment by the College was great news.

M Berry noted that Personal Development Behaviour and Welfare was previously a strong area for the College but in the recent Inspection had been Graded 3.

M Berry queried the number of work placements and FDs stated that around 300 students should have been on a work placement by the end of the year. The Work Placement Officers now allocated to Faculties should help improve this. Targets are set for work placements next year (45%) and half to two-thirds would go on work placements, providing they are ready. Students who are not ready for work placement do go on site educational visits / attend career talks etc.

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

CW  
5 June 2018

## 8. UPDATE ON HUNSLET PHASE 2

I Billyard reported that the project is still progressing fairly well. It is currently around 8 days behind (according to Clugstons) due to weather issues (although the College's view is that the project is around 12 days behind). The completion date may now be early November 2018.

**8. UPDATE ON HUNSLET PHASE 2** (continued)

Millwright Street's lease has now been extended to the end of April 2019 to mitigate the move from Millwright Street to Phase 2 and North Street.

I Billyard reported that the next Capital Working Group is scheduled for 5 June 2018.

**The Corporation noted the update on Hunslet Phase 2.**

**9. IMPAIRMENT RELATED TO ACHIEVE THROUGH LEARNING (ATL) LIMITED**

D Nolan presented Item 9 and explained that a report regarding the impairment related to ATL will be presented at the July 2018 Board meeting for consideration.

I Billyard noted that a restructure is currently being undertaken within ATL.

**The Corporation noted the report regarding the impairment related to ATL.**

**10. MULTI ACADEMY TRUST (MAT) PROPOSAL**

I Billyard presented Item 10 and gave a brief overview. There is an opportunity for the College to be part of a MAT proposal in Leeds, through the Leeds Learning Trust. Founder members of the Trust are Carr Manor School, Leeds Trinity University and Leeds Rhinos Academy, with LCB seeking to become the 'fourth founder member'.

I Billyard stated that members will be aware of the work LCB does with secondary schools in Leeds and the limited success, due mainly to the majority of schools having Sixth Forms.

LCB could be a significant player in the formation of the MAT and the Council would like to see a Trust that is Leeds based. One of LCB's Senior Postholders (ie the Principal) would join the MAT Board. The Trust structure is umbrella based and LCB would maintain its independence. The risk to LCB would be very small, with no material financial issues for the College.

I Billyard quoted London as an example of a Trust that has allowed schools to work together across London, resulting in improvements.

T Hodgkinson suggested that the net could be spread wider and that other local authorities would be interested. I Billyard felt that initially this should be progressed in Leeds. The group are currently talking to a number of schools in Leeds who are interested in joining.

D Whitehead noted that there would be no cost to LCB and stated that it was more about involvement, progressions and transfers. The only commitment currently would be to the Memorandum of Understanding.

M Roper asked what effect this would have on Governors. I Billyard stated that it would not affect Governors; he would represent LCB as a Board / Trust member.

10. **MULTI ACADEMY TRUST (MAT) PROPOSAL** (continued)

J Evans noted that such a partnership would be hugely positive and I Billyard explained the value to the College, eg information sharing, helping to support improvements in Maths & English standards, more transparency etc. .

R Smalley queried if Governors are being asked to approve LCB as an Academy; I Billyard stated that LCB would only be a member of the Trust and the College would remain independent.

M Berry felt that joining the Trust would be less threatening for schools, who are feeling quite vulnerable in the current climate, and they would retain their independence. Health & Safety was raised and I Billyard stated that this is owned within the schools and LCB would not be liable.

Dr I Nip felt this would be a horizontal merger with different areas joining together and asked what the benefits would be. I Billyard stated that it is very difficult to get schools working with the College, delivery of STEM subjects could be progressed and also improved female participation.

D Packer asked about the scale of the MAT and how big it would become. I Billyard stated that this was not known but he felt it could be quite large and would help get Construction out there and drive up participation.

K Wilkinson stated that she was all for working with schools but raised concern that the Local Authority would no longer approve umbrella structures.

A Kenny asked if this would allow more access to schools; I Billyard confirmed that there would be greater information sharing / involvement with schools. D Russell noted that schools currently have a stranglehold and felt this was a low risk opportunity and looked very promising.

R Smalley queried the risk involved. I Billyard stated that the main risk would be to LCB's reputation; there were no financial risks involved.

I Billyard emphasised that the College could bale out at any point under the terms of the Memorandum of Understanding (with one month's notice); if LCB are not on the MAT Board we cannot influence / shape the development of the Trust. I Billyard stated that founding members would meet regularly and reports would be available.

M Berry noted that the White Rose MAT is sponsored by Leeds City College and queried the difference between this and the Leeds Learning Trust. I Billyard explained that those involved in the White Rose MAT are subsidiaries of Leeds City College and all report to an Executive Head appointed by Leeds City College. The Leeds Learning Trust is not the same model and LCB would remain independent.

**The Corporation approved, as detailed in the Memorandum of Understanding, LCB to become a member of the Leeds Learning Trust MAT, reporting back to the Board as appropriate.**

## 11. PERFORMANCE MANAGEMENT REPORTS (AS AT 4 MAY 2018)

D Whitehead presented the Performance Management Reports for 2017/18 (as at 4 May 2018) and gave a brief overview.

Education & Training: Retention overall for 16-18 is 91% (-0.2% at the same period last year) and 19+ is 96.1% (+2.2% at the same period last year). Details of withdrawals were noted.

T Hodgkinson queried the number of withdrawals. D Whitehead stated that any withdrawals prior to the October census date are not counted, any after that time, with an expected end year of 2017/18, would affect the overall percentage.

Apprenticeships – Overall Best Case Achievement Rate (OAR) is currently 80.9% (-0.1% at the same period last year) and Timely Achievement Rate (TAR) is 78.4% (+3.8% at the same period last year). D Whitehead emphasised that this is dependent on all elements being achieved across the framework, including Maths & English as appropriate.

Higher Education remains high at 93.5% (+9.1% at the same period last year). Retention on 14-16 Skills Academy is currently 97.4% (-2.60% at the same period last year).

Attendance at College level is 86.92% (against target of 90%) and overall Skills for Life (Maths & English), including Apprenticeships, is 80.78%. Maths & English on Study Programmes only is 76.88% English and 77.92% Maths. One of the targets within the PIAP is to move attendance on Maths & English closer to the College level target.

College level Punctuality is 95.13% (against target of 97%); Skills for Life Punctuality is 91.82%.

Predicted Achievement Rates (PA) were included in Appendix 8. These are based on those retained and where curriculum teams have reasonable confidence that students / Apprentices will successfully complete.

Education & Training (all ages) Level 1 PAR is 86.4% (+2.5% on 2016/17 TAR and +3.2% on national rate); Level 2 PAR is 70.4% (-8.6% on 2016/17 TAR and -11.5% on national rate); Level 3 PAR is 86.5% (+8% on 2016/17 and +2.3% on national rate). Overall PAR is 80.6% (-1.4% on 2016/17 and -3.1% on national rate).

D Whitehead emphasised that predicted achievement rates are not an exact science, they depend on students being retained, passing all elements of the Framework / qualification and exams etc. They are realistic predictions by the curriculum teams and could potentially improve.

Basic Skills Maths & English Level 1 is -5.6% on 2016/17 and -21% on national rate. D Whitehead acknowledged this was not good and not where the College wants to be. GCSE Maths & English Level 1 is +6.1% but still below national rate. D Whitehead noted that, as stated by S Rees previously, the College is on a three-year journey. Students are now put on the right level, which will push the College up on the league table moving forward. Tracking systems are in place to show progress made. An analysis of progress made to date would be presented at the next Board meeting.

**11. PERFORMANCE MANAGEMENT REPORTS (AS AT 4 MAY 2018)** (continued)

16-18 Overall PAR is 71.7%, +1.5% on 2016/17 but -9.4% on national rate, which is not good. Mechanisms are in place to show progress made, which will help, but D Whitehead acknowledge that improvement is required.

T Hodgkinson asked what could be done to improve Maths & English. D Whitehead stated that students are now put on the right level / right course; interventions are in place to ensure attendance (eg attendance awards, trips and visits). D Whitehead noted that most students do want to continue on the vocational side.

D Whitehead stated that the English & Maths area has been remodelled. Some staffing issues were noted when moving from Functional Skills to GCSEs and some staff have been placed on Performance Improvement Plans (PIPs). Progress of all students is now available and D Whitehead acknowledged that achievements need to improve. The College needs to ensure Maths & English is high priority across all teams, albeit Maths is not as bad as English.

J Evans suggested that the paper presented to the Board by S Rees may be useful for T Hodgkinson and the Clerk would forward this.

**CW  
5 June 2018**

PAR for Apprenticeships Overall is 74% (+6% on 2016/17 and +13.8% on national rate).

D Whitehead stated that the report details early achievement in Maths & English in-year; students are for exams when they are ready.

M Berry reflected on the positives and looked at the best case retention for 19+ which is 96.1%, PAR is 93% (ie only 3% of students are not predicted to achieve), this is +7.1% above national rate. Best case retention for 16-18 is 91% but PAR is only 72% (ie 19% of students retained will not achieve), this is -9% below national rate. Obviously this is partly due to Maths & English, but not all. M Berry asked if the College was happy with this. D Whitehead stated that the College is not happy with this and why various interventions have been put in place. Progress measures currently show the College in the bottom quartile, if projected achievements materialise the College would move to the third quartile. D Whitehead emphasised that the College needs to demonstrate progress made and stated that the vocational outcomes are as strong as ever and it is Maths & English which is letting the College down.

T Hodgkinson asked if students are given additional work to lift them up. D Whitehead stated that extra sessions / revision sessions are available; Maths & English are also emphasised at parents' evenings. Differentiation is in place and staff do not teach every student if it is not required. M Berry asked if the data on predicted achievements for Education & Training could be split out for Maths & English only and vocational.

**DW  
3 July 2018**

M Roper asked if any triangulation has been carried out to ascertain if Maths & English provision is good enough. D Whitehead stated that observations are carried out internally, together with walk-throughs. Statistics are monitored at Performance Management Reviews.

**11. PERFORMANCE MANAGEMENT REPORTS (AS AT 4 MAY 2018)** (continued)

The Chair suggested that a paper showing distance travelled statistically outside observations would be useful. D Whitehead stated that as part of next year's audit plan curriculum elements would be looked at, together with Maths & English. D Whitehead felt that the College is doing everything it can but acknowledged that some staff still require CPD and the College needs to support them. D Whitehead admitted that the transition has taken longer than expected, with a number of Maths & English staff being placed on PIPs.

D Russell noted that benchmarking is a problem and is not really fair as the College is not a GFEC. It is more important that the College believes in what is right for it.

I Billyard stated that Maths & English was an area of concern at the Inspection. Performance Management Reviews take place termly where teams deliver to the Senior Management Team. A number of students are classed at risk for various reasons and teams are cautious in how they approach this, which is reflected in the PARs. The end results will, hopefully, be better. I Billyard noted that previously some qualifications did not count towards Progress 8 but are now included.

Dr I Nip asked if there are sufficient learning resources for students. D Whitehead confirmed that sufficient resources are available. With regard to Maths & English, breakfast clubs / revision sessions are run prior to exams, students are sent letters / texts etc. to remind them of exam dates.

The Chair noted that internal audits will be carried out next year, as part of the internal audit schedule, and this time needed to be used effectively as appropriate. P Norris confirmed that he had discussed the audit requirements with D Whitehead and D Nolan and 12 days has been set aside purposefully to support assurances for Governors that key aspects of the PIAP are being implemented. D Whitehead stated that aspects such as tutorials, work placements, ILPs and Course Quality Self-Assessment Reports will be subject to audit. Furthermore, some time will be allocated to gaining an independent view on teaching and learning of theoretical and Maths & English sessions via walk-throughs. The College was also investigating the purchase of ProMonitor to support the centralisation of all aspects of the Study Programme.

R Smalley emphasised that cultural changes for staff do take time and felt that 1½ years is not really long enough to show any impact. M Roper agreed but noted that Ofsted would be looking for improvements. D Whitehead stated that Ofsted would look for reasonable / rapid progress and the College will need to show everything that is being done to help students progress. Areas for improvement include work placements / experience, enrichment and employability. D Whitehead acknowledged that Maths & English are outweighing vocational elements.

**The Corporation noted the Performance Management Reports as at 4 May 2018.**

## 12. UPDATE ON DATA PROTECTION (GDPR ACTION PLAN)

D Nolan reported that a GDPR action plan is in place and a full report would be given at the July Board meeting.

Key issues are in place but D Nolan stated that this would be a continuing action plan for the next six months. A report on the priorities / deadlines would be given to the Audit Committee.

K Wilkinson asked if a Data Protection Officer is in place. D Nolan confirmed that this role sat with the Executive Director of Finance & Resources.

**The Corporation noted the update.**

## 13. MANAGEMENT ACCOUNTS

D Nolan presented the Management Account Position Statement as at 30 April 2018.

D Nolan noted that the College is on target to achieve satisfactory financial health at year-end and will also achieve financial health targets and bank covenants.

Tuition fees are still an issue with £263,692 less than expected. £217k of additional Levy apprentices have not yet been processed on to the system but should be resolved before the end of the year.

Catering income is lower than expected due to £7k income falling into May, rather than April.

Debtor income currently stands at £361k. D Nolan stated that this is a rising national issue and earlier intervention through Finance is being investigated, which will monitor each stage of the debt as appropriate. D Whitehead noted that if the 10% employer non-Levy contribution is not received the College would be unable to draw down the 90% remaining funding, which would impact on retention / achievement.

D Nolan stated that part-time staff expenditure is still below profile but this does tend to spike at year-end. This is being monitored closely.

P Norris queried the RAG rating on the Key Performance Targets. D Nolan stated that the rating is purely against target; the cash position is still strong. A key issue is building the College's cash reserves in order to meet match funding obligations on Hunslet Phase 2.

M Roper noted the reduced cash flow and asked if this would cause any issues with regard to the new build. D Nolan stated that arrangements are in place with the LEP for Clugston to send in invoices, which the College claims from the LEP straightaway.

T Hodgkinson suggested that there could be an opportunity for income to be brought in from letting out the College buildings during evenings / weekends. Cost implications associated with this were noted. I Billyard noted that potentially the new End Point Assessments could be carried out at weekends.

**The Corporation noted the management account position statement.**

**14. CONFIDENTIAL ITEM**

See attached minute.

**DATE OF NEXT MEETING**

The next meeting is scheduled to take place on Tuesday 3 July 2018 at 4.00pm in Meeting Room 1, North Street. D Packer tendered his apologies for the next meeting.

The Chair noted that further work might be required on the budget, which will be presented at the meeting. The budget will be a very tough one and the College is facing some challenges.

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

Date: .....

Approved: .....  
(Chair)

Date: .....