

LEEDS COLLEGE OF BUILDING

CORPORATION MEETING

Minutes of the meeting held on Tuesday 2 July 2019 at 4.00 pm in Meeting Room 1, North Street.

PRESENT:

Julia Evans (Chair)
Mike Berry
Andrew Kenny
Rachel Lindley
Dr Ivan Nip
Peter Norris
Professor Dave Russell
Derek Whitehead
Sarah Wilson
Jackie Wignall

IN ATTENDANCE:

David Pullein (Vice Principal – Finance & Resources)
Nikki Davis (Vice Principal – Teaching, Learning & Quality)
Craig Williams (Clerk to the Corporation)
Nancy Fearnside (PA - minutes)

**ACTION
BY AND
TARGET DATE**

1. CHAIR'S AND GOVERNORS' COMMUNICATIONS

1.1

The Chair welcomed everyone to the meeting.

1.2

The Clerk reported that the survey on the role of the Chair had been considered by the Search & Governance Committee and they have recommended J Evans' re-appointment for a further year up to 31 July 2020; this was approved by members.

The Clerk also reported that M Roper's term of office is due to be reviewed and he has no hesitation in recommending a further appointment for another term; this was approved by members.

1.3

The Chair noted that N Fearnside had sent out updates on the Portal on 4 June 2019 and 28 June 2019 and the Governors' Communication was sent out on 13 June 2019.

1.4

M Berry gave an update following the Search & Governance meeting on 11 June 2019. The Away Day evaluation was considered and overall this was generally positive; there was a 78% response rate. Key points raised included:

- Governors felt more discussion time was required
- An external facilitator may be helpful
- Catering was not very good; the Clerk confirmed that an alternative venue has now been sourced.

Governance KPIs and the Development Plan were considered and only one KPI is rated Red (safeguarding in subsidiaries) and this has been picked up by Achieve Through Learning and aligned to LCB's Policy / Procedures and Teaching & Learning Materials.

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

1.4 (continued)

More take up by Governors on walk-throughs had been noticed. Advance notice of AoC events would be welcomed by Governors. Board attendance is 88% and above target. Board / Committee combined attendance is 84% which is below target.

The Search & Governance Terms of Reference were discussed and changes made with regard to the membership (7 members consisting of the Chair / Vice Chair, the Principal, 3 members of the Corporation and up to 2 co-opted members). The appointment of the Chair has also been increased to a three yearly cycle.

The Board currently has a complement of 15 Governors with two vacancies, one of which should be a qualified accountant. The Clerk is following up on contacts received from the Chair of the Search & Governance Committee and A Kenny.

The Audit Committee has been strengthened by the addition of C Meehan and S Wilson. C Meehan has also taken on the role of Lead Governor for Safeguarding.

The Review of the English College Code of Good Governance was noted and is now fully compliant with the vast majority of items, with only two Amber rated.

1.5

P Norris noted that the Audit Committee had taken place prior to this meeting. The key issue raised was the Weak Individual Learner Records Audit Report; a follow up report will be sent to the Audit Committee members by the end of July outlining what action has been taken. The Achieve Through Learning Business Plan was presented to the Audit Committee and this is recommended for approval by the Board.

Following presentations to a Panel of the Audit Committee (consisting of P Norris, A Kenny and D Pullein) ICCA have been appointed as Internal Auditors for the College.

1.6

Dr I Nip gave a brief update on the ETF Governance Development Programme which he had attended on 27 June 2019. He felt this had been very useful.

2. APOLOGIES FOR ABSENCE

Apologies for absence were received from Simon Bray, Caroline Meehan and Mark Roper.

3. DETERMINATION OF ATTENDEES / OBSERVERS

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

4. DECLARATION OF INTEREST

There were no declarations of interest.

5. MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting held on 4 June 2019 were approved as a true record, with the exception of Item 14, which should state "D Whitehead presented Item 14".

6. MATTERS ARISING

6.1 Ref Min 14 (30 April 2019)

Taken under Item 15.

6.2 Ref Min 6.2

Actioned; the Clerk confirmed that 100% of Governors have participated in walk-throughs or student discussions.

6.3 Ref Min 7

Actioned.

6.4 Ref Min 8

See discrete and confidential minute.

6.5 Ref Min 8

Both points were actioned.

6.6 Ref Min 13

Taken under Item 14.

6.7 Ref Min 13

Actioned.

7. 2019 / 20 DEVELOPMENT PLAN

D Whitehead presented the 2019/20 Three Year Strategic Plan which incorporated the 4 Strategic Aims previously agreed by the Board. The Baseline column outlined the 2018/19 results / predicted outcome and would need to be revisited once finalised.

An in-year Monitoring Report has also been produced and this would be reviewed termly and actions RAG rated as appropriate; his intention was to present this to the Board frequently through exception reporting.

M Berry noted that the plan was much more succinct than in the past and felt this was a good way forward. However, he noted that there were 87 indicators across the 4 Strategic Aims and suggested this could be simplified further.

D Whitehead confirmed that targets would be delegated as appropriate. It was agreed that D Whitehead would discuss the targets further with M Berry and highlight the key ones for Board, although it was agreed, after further discussion, that all targets were essential and D Whitehead and Executive colleagues had been reporting these in various documents throughout the year. This helped pull them all together.

M Berry noted that HE enrolment numbers were reducing over the three-year plan and D Whitehead confirmed that this was due to moving over to Higher Apprenticeships.

7. 2019 / 20 DEVELOPMENT PLAN (continued)

R Lindley suggested that finance targets could be reported to the proposed Finance & Audit Committee. The Clerk reported that the Governance structure will be further considered in the new academic year.

Professor D Russell felt that some targets could be delegated internally to Senior Management Team / College Management Team which he felt would offer assurance to the Board and he would be happy for this to be implemented, with top level targets being monitored by the Board.

The Board approved the 2019/20 Development Plan.

8. ACHIEVE THROUGH LEARNING BUSINESS PLAN

D Pullein presented ATL's Business Plan, which was discussed earlier at the Audit Committee.

The Business Plan outlined the company's background, the current SWOT analysis, current position, Apprenticeship provision, targets, business development / marketing, quality / development, people, Adult Education Budget and commercial.

Challenging targets have been set, with 260 learners in year 1 and then an increase of 60 over years 2 and 3 of the plan. To achieve this ATL's existing employer list would be targeted, together with LCB's employer list (ie cross selling) and telesales.

The Adult Education Budget will be focused on pre-Apprenticeship work, eg Maths / English.

The Action Plan is being implemented and a RAG rated progress report will be given to the Audit Committee on a quarterly basis.

Appendix 1 outlined ATL's Business Strategy and Appendix 2 showed the current structure.

M Berry asked if confirmation of ATL's Register of Apprenticeship Training Provider (RoATP) application had been received. D Whitehead stated that there is a 12 week turn round on this.

M Berry raised the question of developing a suite of training materials for all apprenticeship standards (within the action plan) and asked whether this was a realistic deadline. D Whitehead stated that this could actually be Amber rated; some materials for the Standards can be bought in ready developed.

The Board approved Achieve Through Learning's Business Plan.

9. UPDATE ON HUNSLET PHASE 2

D Pullein reported that the Welding workshops still needed to be tested following installation of the flexible arms. The 278 works are yet to be sorted.

An official opening event has taken place today, which was attended by the Lord Mayor (Councillor Eileen Taylor), Roger Marsh (Chair of Leeds City Region Enterprise Partnership), the Chair and some Governors. The Chair passed on her thanks to all concerned.

9. UPDATE ON HUNSLET PHASE 2 (continued)

S Wilson raised the question of finances; D Pullein stated that the College is currently in dispute with Clugston regarding the final invoice.

The Board noted the update on Phase 2.

10. PERFORMANCE MANAGEMENT REPORTS

D Whitehead presented the Performance Management Reports for 2018/19 (as at 17 June 2019) and gave a brief overview.

Retention is still strong on Education & Training (both 16-18 and 19+). Timely Achievement Rate (TAR) on Apprenticeships is a key concern and red flagged at -6.1%.

Achieve Through Learning TAR is also causing some concern but D Whitehead noted that this is mainly a timing issue and 256 are still to be claimed and processed. Some of these will be outside TAR but should still achieve Overall Achievement Rate (OAR).

The details in the report are direct from ProAchieve via DIS. D Whitehead would provide an update in mid-August.

DW
18 Aug. 2019

M Berry noted that there had been 39 withdrawals on 16-18 since the last report, which he felt was high. He had spoken to some lecturers who stated that they had been withdrawn as they would not achieve. D Whitehead emphasised that this was not College policy and a four-week withdrawal process is in place. He and N Davis would look at the individuals withdrawn and ascertain the reasons. If appropriate further intervention could be put in place or end dates extended as necessary.

M Berry noted that Intermediate Level 2 best case TAR is 62% and asked if this was at or below national average. D Whitehead stated that this was slightly below but could improve before the end of the year. D Whitehead noted that some of the issues had been caused by sub-contractors.

M Berry queried which table on Page 4 (Functional Skills) related to Maths and which to English. N Davis confirmed that the first table related to Maths and the second table to English.

The Board noted the Performance Management Reports.

11. OBSERVATION OF TEACHING, LEARNING & ASSESSMENT REPORT 2018/19

N Davis presented Item 11 and gave a brief overview. The report summarised two observation windows; however, the results for Window 2 Timber and Painting & Decorating still needed to be included.

Differentiation at College level in Window 1 was the largest area for improvement, followed by end of lessons and marking & feedback. Window 2 continued to identify differentiation as an area for improvement but on a positive note end of lessons and marking & feedback had improved overall.

11. OBSERVATION OF TEACHING, LEARNING & ASSESSMENT REPORT 2018/19 (continued)

An update would be provided to Governors at the next meeting.

ND
24 Sept. 2019

The Board noted the Observation of Teaching, Learning & Assessment Report 2018/19.

12. TEACHING, LEARNING & ASSESSMENT STRATEGY

N Davis presented Item 12 and gave a brief overview. The 2019/20 Strategy will focus on three core principles: Progress, Attendance and Teaching.

Success of the strategy objectives will be judged by assessing a range of internal and external key performance indicators at College, Faculty, Curriculum, Course and student level.

Appendix A outlined how this would be monitored at curriculum level. Appendix B outlined how the Vice Principal / Faculty Directors and Assistant Faculty Directors would monitor this on a fortnightly basis.

M Berry felt this was a good step forward and brought Teaching & Learning into the performance management process.

M Berry noted that the external OTLA review still showed that there was some teaching that was not good enough (Built Environment & Engineering Services 30%, Construction Crafts 30% and English & Maths 54%). He queried whether the College's observation team were getting it right. N Davis agreed that there was some anomaly but emphasised that we need to bear in mind that it takes a long time to change staff's teaching practices. D Whitehead reported that external observers had carried out dual observations and agreed with College observers' judgements.

R Lindley queried whether this would impact on outcomes. N Davis did not believe this was the case.

N Davis noted that there were a smaller number of staff in the English / Maths area. D Whitehead suggested that numbers could be included in future reports.

Professor D Russell felt assurances were given around improvements in teachers' skills, which was very welcome, together with the clear strategy document presented.

The Board approved the revised Teaching, Learning & Assessment Strategy.

13. STUDENT PERCEPTION OF COLLEGE (SPOC2) REPORT 2018/19

N Davis presented Item 13 and gave a brief overview. The four key performance indicators were noted. 97% of students agreed they felt safe and N Davis stated that the 3% who did not feel safe would be followed up.

Faculty areas would look at the areas that are not improving, together with the areas for improvement.

13. STUDENT PERCEPTION OF COLLEGE (SPOC2) REPORT 2018/19 (continued)

N Davis acknowledged that more work was required on HE and M Berry noted that Governors have previously raised their concern regarding HE.

M Berry noted that Built Environment & Engineering Services has had a three year upward trend and was going the right way. FE results have also seen a two year upward trend.

Professor D Russell noted that overall levels of satisfaction were very high. He suggested that the overall disability results could be further broken down. He noted the results regarding Prevent at 98% and N Davis stated that this acknowledged all the work regarding Prevent which has been carried out.

The Board noted the Student Perception of College Report for 2018/19.

14. MANAGEMENT ACCOUNTS

D Pullein presented Item 14 – Management Accounts as at 31 May 2019 and gave a brief overview.

The income for 19+ co-funded Apprenticeships will fall below the target and is rated Red. However, the combined income with 16-18 is actually above target and therefore not an issue as far as the Statement of Comprehensive Income (SOI) and financial health are concerned.

AEB income relies on a significant input in the final quarter from sub-contractors who have promised delivery will be as per allocations. Non pay expenditure is also significantly underspent; a significant sum is attributable to sub-contractor payments. There is no risk to the SOI or financial health.

Part-time teaching allocations need updating to reflect actual, rather than estimated income. Overall expenditure is well within budget and presents no risk to the College.

Planned cashflow is currently being achieved and stands at £1.7m (as at the end of June 2019).

Apprenticeship numbers are strong and the majority of Key Performance targets are Green.

P Norris raised the question of debtors and asked why the figure on the Balance Sheet was less than on the Debtors Report. D Pullein explained that the figure in the Balance Sheet was less the bad debt provision.

The Board noted the management accounts.

15. 2019/20 – 2020/21 FINANCIAL PLAN

D Pullein noted that the full commentary had been circulated for information and gave a presentation on the key points.

The financial objectives were noted:

- To meet all Bank Covenants.
- To achieve the Group Key Performance Indicators.
- To reduce the amount of debtors over 120 days.

15. 2019/20 – 2020/21 FINANCIAL PLAN (continued)

ESFA Government Grants for 16-18 is based on lagged funding; in 2018/19 this was 882, the plan details 908 in 2019/20 and a moderate increase to 930 in 2020/21; it was felt this is achievable.

Apprenticeship targets (co-funded) was 1,367 in 2018/19, rising to 1,420 in 2019/20 and then 1,601 in 2020/21. Funding for co-funded Apprenticeships was noted and D Pullein explained that 2019/20 will start off with £500k over-recruited and Governors needed to be aware of this risk.

Apprenticeship targets (Levy) were noted; D Pullein explained that there were no constraints on funding for Levy Apprenticeships.

D Whitehead reported that the HE Strategy, numbers / delivery had previously been approved by the Board and these figures were very realistic projections and included in the Plan.

The Adult Education Budget is of concern and the College will struggle to achieve this. An increase of £170k has recently been received. D Pullein reported that he envisaged the rail courses that are being / will be delivered will help the College to achieve the AEB.

The Statement of Comprehensive Income was noted and the deficit total comprehensive income anticipated in 2018/19 is (£344k). D Pullein noted that the Plan assumes the College will receive the £500k over-recruited on Apprenticeships.

The Balance Sheet was noted. D Pullein stated that net current liabilities would reduce over the three-year plan.

The financial health score forecast for 2018/19 is 140 (Requires Improvement). In 2019/20 this should rise to 180 (Good) and in 2020/21 200 (Good). D Pullein noted that if the £500k is not received then the 2019/20 score would drop to 140.

The Key Performance Indicators for 2018/19 to 2020/21 were noted. Bank Covenants are critical and D Pullein explained the figures used to measure these.

D Pullein outlined the various risks and opportunities associated with the financial plan.

P Norris noted the increase in Apprenticeship numbers and queried the impact this may have on staffing. D Pullein stated that if larger class sizes were run there would not be much impact. However if significant numbers were recruited then staffing would be a key concern.

M Berry noted the increase in TPS contributions; D Pullein stated that this would be funded next year but has been included in the plan for 2020/21 and 2021/22.

Dr I Nip queried whether the growth strategy would impact on Retention / Achievement. D Pullein did not believe it would.

The Board approved the 2-year financial plan, including the budget for 2019/20.

16. BUSINESS CONTINUITY ANNUAL REPORT 2018/19

The Business Continuity Annual Report for 2018/19 was discussed at the Audit Committee meeting and recommended to the Board for approval.

D Pullein acknowledged that a review of all mitigation statements was required and this would be completed prior to the November meeting.

The Board noted the Business Continuity Annual Report for 2018/19.

17. LEEDS CITY COUNCIL SAFEGUARDING – ANNUAL REVIEW MONITORING (ARM) FOR 2018/19

The Clerk presented the Annual Review Monitoring Return for 2018/19 which had been prepared by J Miah (Equality, Inclusion & Safeguarding Manager) and submitted to Leeds City Council electronically. A copy signed by the Chair and the Principal is required to be kept in College.

The Board noted the Annual Review Monitoring Return for Leeds City Council for 2018/19.

DATE OF NEXT MEETING

The next meeting is scheduled for Tuesday 24 September 2019 at 4.00pm (Meeting Room 1, North Street). This will be preceded by student discussions from 3pm.

R Lindley asked if a Student Governor had been secured for next year. The Clerk stated that there had been some interest following the Student Liaison Committee and he was meeting with a student to progress this.

The Chair noted that the annual skills survey for the Board would be sent out in due course and asked that members completed this.

The Chair stated that Individual self-assessments need to be completed by Governors prior to the 1:1 interviews with either herself or P Norris; these will be either face to face or via telephone; dates are still to be arranged.

The Chair hoped everyone had a good summer and looked forward to seeing everyone again in September 2019.

Signed for Distribution: Date:
(Chair)

Approved: Date:
(Chair)