

LEEDS COLLEGE OF BUILDING

CORPORATION MEETING

Minutes of the meeting held on Tuesday 26 November 2019 at 4.00 pm in Meeting Room 1, North Street.

PRESENT:

Julia Evans (Chair)
Mike Berry
Simon Bray
Andrew Kenny
Rachel Lindley
Dr Ivan Nip
Peter Norris
Derek Packer
Mark Roper
Professor Dave Russell
Mark Scott
Derek Whitehead
Jackie Wignall
Sarah Wilson (from 5.30pm)

IN ATTENDANCE:

David Pullein (Vice Principal – Finance & Resources)
Nikki Davis (Vice Principal – Teaching, Learning & Quality)
Craig Williams (Clerk to the Corporation)
Rob Smith (Apprenticeship Contracts Manager – Item 8)
Nancy Fearnside (PA - minutes)

**ACTION
BY AND
TARGET DATE**

1. CHAIR'S AND GOVERNORS' COMMUNICATIONS

1.1

The Chair welcomed everyone to the meeting, in particular Mark Scott who was attending his first meeting.

1.2

The Clerk reported that a Search & Governance Panel met Mel Tyson (FD Keepmoat) on 14 October 2019; she is a qualified accountant and this would fulfil the requirement for a second qualified accountant on the Board. Following an informal interview, the Search & Governance Committee recommend that Mel Tyson be appointed as an external Governor with effect from 17 December 2019.

The Board approved the appointment of Mel Tyson from 17 December 2019 to 16 December 2023.

1.3

The Chair noted that the last few months have been a busy time for the College with audits and Ofsted Inspection. She noted the Ofsted Grade 2 result, which was a great achievement for the College and thanked M Berry and Prof. D Russell for attending with her at one of the Inspector meetings.

1.4

The Chair thanked members for taking part in the financial skills survey; good feedback had been received. The Clerk noted that a Task & Finish Group has been arranged for 3 December 2019.

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

1.5

The Chair noted that N Fearnside had sent out updates on the Portal on 2 and 30 October 2019 and the Governors' Communication on 10 October and 11 November 2019. D Whitehead stated that it is proposed to change the Governors' Communication and instead produce a College Newsletter six times a year that would be shared with Governors to reduce duplication; this was agreed.

1.6

The Chair noted that the College had 6 entries at the National Skills Competition at NEC Birmingham. LB (Painting & Decorating) and JO (Roof Slating & Tiling) won silver medals. AJ (Painting & Decorating) won a bronze medal. D Whitehead had visited the competition and all six students said they found the competition very challenging, hard work but very enjoyable. The Chair has sent letters of congratulation to all six students.

D Whitehead noted that the competition league table has been released and the College is placed 16th out of 579.

D Whitehead also noted that there are four other students who have won awards. Two students were shortlisted in the Plasterer's National Awards; JP was runner up for student of the year and JE runner up for Apprentice of the year. JWs won the Construction News apprentice of the year award and JB won the CIBSE Student of the Year award. The Chair agreed to send letters to these students and the Clerk would action this.

**CW
3 Dec. 2019**

1.7

P Norris gave a brief update following the Search & Governance meeting held on 4 November 2019. Reports presented included Board attendance, Board Survey and Annual Skill Survey.

1.8

P Norris gave a brief update following the Audit Committee meeting held prior to the Board meeting. Items 13, 14 and 15 had been discussed at the Audit Committee meeting. The ESFA Funding Audit report had been presented to the Committee for discussion.

2. APOLOGIES FOR ABSENCE

Apologies for absence / lateness were received from Caroline Meehan and Sarah Wilson (for part of the meeting).

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 24 September 2019 were approved as a true record.

6. MATTERS ARISING

6.1 Ref Min 1.5

Noted under Item 21.

6.2 Ref Min 1.10

M Berry queried the position regarding ATL's submission to the Register of Apprenticeship Training Providers (RoATP). D Pullein confirmed that an email has been received today and the application was successful.

6.3 Ref Min 6.1

Taken under Items 10, 11 & 12.

6.4 Ref Min 6.4

Actioned.

6.5 Ref Min 6.6

Actioned.

6.6 Ref Min 7

Actioned.

6.7 Ref Min 9

Taken under Item 10.

6.8 Ref Min 10

Actioned.

6.9 Ref Min 12

Actioned and uploaded on the Governors' portal. D Whitehead noted that he had met with D Packer prior to this meeting and this had been very productive.

6.10 Ref Min 21

Actioned.

7. STUDENT SERVICES ANNUAL REPORT

N Davis presented Item 7 – Student Services Annual Report for 2018/19, which has been prepared by J Theakston (Student Services Manager).

M Berry felt that this was a positive report. Retention of At Risk students is good at 79%. Student satisfaction rates were high and participation on enrichment is excellent.

M Berry queried what was meant by client visits on page 6. N Davis confirmed that this related to prospective students. He noted that the number of students applying for support funds was very similar to the previous year.

7. STUDENT SERVICES ANNUAL REPORT (continued)

M Berry acknowledged the good work regarding tasters for women but noted that the numbers had dropped compared to the previous year. N Davis confirmed that the Marketing team are looking at the strategy for this year. She agreed that this was a priority area and needed to improve.

P Norris raised the question of advertising employment opportunities on notice boards. D Whitehead confirmed that WBL, Student Services and vocational staff also liaise with employers as appropriate when they have vacancies and do promote awareness of vacancies to students. Also, following work placements, a good number last year gained employment with the same employer.

The Board noted the Student Services Annual Report for 2018/19.

8. APPRENTICESHIP PROVISION

Rob Smith (Apprenticeship Contracts Manager) joined the meeting at this point to give a presentation on Apprenticeship Provision.

The following key points were noted:

- Structure / Staffing of Apprenticeship Unit. The department is growing and there are now 16 Employer Engagement Advisors. Three Work Placement Officers are now in place and linked to Faculties.
- Ofsted did highlight that work placement is a key priority; many employers come back year after year and they are often asked to come in and showcase their products etc.
- Employer Engagement Advisors / Work Placement Officers are involved in cold calling / careers events / employer events etc.
- An update on LCB's website is ongoing to promote placements / online enquiry form.
- The team are currently involved with a number of companies (eg Sir Robert McAlpine, GMI, CPC / Guinness Partnership, Simpson York).
- A 22.90% increase in Apprenticeship was noted on last year. The target for 2019/20 is 2,463 and R Smith was confident this would be achieved.
- Quality is essential during growth.
- Rigorous skill scans are carried out of all employers and reviewed every year as appropriate.
- Ongoing scrutiny of employers to ensure feedback is good and everything is progressing as appropriate.
- Where employers fail to provide the correct range of activities for Apprentices the team will support as much as possible but will cease working with that employer if necessary.
- Displaced Apprentices are supported and good links are in place with employers, which enabled all displaced Apprentices to get back into work last year.
- Key challenges include all employers using the Apprenticeship Service and support for SME businesses. All SMEs moving forward will have to use the Apprenticeship Service and this will be staggered from January 2020.

8. APPRENTICESHIP PROVISION (continued)

D Packer queried the matching of Apprentices to employers. R Smith stated that Apprentices are assessed for their suitability and invited in for an entry test (either a trade test or BPEC and Maths & English). Study Programme students in College are continually assessed to identify those ready for an Apprenticeship. If they are not ready employability skills (eg site visits, employer talks) are carried out.

M Berry thanked R Smith for his presentation and noted the good work taking place in employer engagement and quality of work. He also noted that work experience is within trade areas rather than just generic.

M Berry acknowledged the growth in numbers. However, he noted that on 16-18 Intermediate Apprenticeships we have seen a three-year decline and currently 12% below national average, which he considered to be not good enough.

R Smith noted that a number of 16-18 Apprentices are with an external managing agency and in particular, Building Crafts timely achievement is low which has not helped. Some areas have required further support on NVQs and that Level 2 qualifications are using electronic portfolios, which may have increased the issues.

R Smith noted that Employer Engagement Advisors have very recently been supplied with electronic equipment, enabling them to go through reviews on site and provide a better understanding for Apprentices and employers.

Additional support for employers will help. Functional Skills are now being timetabled on a block release basis and we are seeing an improvement on outcomes / success.

M Scott emphasised that careers advice should include English & Maths to ensure Apprentices know it is essential.

The pressure on employers will only increase when T Levels are introduced and R Smith acknowledged that T Levels may have an impact on work placements but noted that the team does have good relationships with employers. M Scott emphasised that the right message needs to be sent. M Roper noted that the key issue for employers would be the 45 days' work experience required within T Levels; he suggested that the WYCA is lobbied to make work placements part of employers' corporate social responsibility. M Roper suggested that the College could help educate mentors in business.

R Smith confirmed that Work Placement Officers are currently planning for work placements and are always looking for more employers. Students are encouraged to take up these work placement opportunities. Work Placement Officers are in and out of classrooms, linking with groups and emphasising that work placements are a mandatory part of the programme.

The Chair thanked R Smith for his presentation. The Clerk confirmed that this would be uploaded on to the Governors' portal for information.

9. OFSTED INSPECTION REPORT

D Whitehead presented the Ofsted Inspection Report. He stated that it had been a very positive experience all round. The Inspectors had focused on students in classrooms / workshops, discussing curriculum intent, implementation and impact with staff and managers. Managers ensured that Inspectors were 'tagged' all week. Inspectors carried out several deep dives and feedback was very thorough, with no real negative comments.

D Whitehead noted that two years of hard work by staff has helped to deliver this good result and felt that staff rose to the challenge very well. The majority of students that Inspectors spoke to were very positive and complimentary (mainly about their learning experiences).

Grade 2 (Good) results were noted in all areas. D Whitehead thanked all staff for their contribution and hard work and he was immensely proud of the LCB team, in particular N Davis who had done a sterling job as College Nominee.

D Whitehead suggested that a joint email from him and the Chair thanking all staff for their support over the recent audits / inspection would be welcomed. This was agreed and D Whitehead would draft a joint email for the Chair to approve.

DW
15 Dec. 2019

D Whitehead confirmed that any improvement points had been included in the Quality Improvement Plan within the Self-Assessment Report that N Davis had co-ordinated.

M Roper was pleased to see that the result for Safeguarding is "effective".

J Evans congratulated the Executive Team and College on this achievement.

The Board noted the Ofsted Inspection Report.

10. LCB AND ATL SELF-ASSESSMENT REPORTS

N Davis presented Item 10 (LCB / ATL Self-Assessment Reports).

N Davis noted that LCB's Self-Assessment Validation Panel was cancelled due to the Inspection taking place that week. The attached LCB Self-Assessment Report is as presented to Ofsted. Nothing was picked up that the College is not aware of (eg work placements) and the few actions in the final report are covered in the action plan.

The ATL Validation Panel took place, which A Kenny attended as the Governor representative on the Board. Overall Grade 3 (requires improvement) across the Board was approved. Some final data is still awaited and the statistics may change; these will be uploaded to the Governor's Portal for information.

ND
17 Dec. 2019

The Quality Improvement Plan (QIP) will be brought back to the Board to keep members updated.

M Berry felt that LCB's Self-Assessment Report was very accurate and this was confirmed following Inspection.

10. LCB AND ATL SELF-ASSESSMENT REPORTS

M Berry noted that he was unable to attend the ATL Validation Panel; he raised his concern regarding the statistics and management issues. He noted that ESOL is no longer being offered by ATL; D Pullein stated that this is a very niche area.

M Roper queried the financial position regarding ATL; D Pullein noted that it is currently making a loss and if this did not improve this would need to be dealt with.

The Board noted and approved the Self-Assessment Reports for LCB and ATL.

11. / 12. KEY PERFORMANCE INDICATORS / PERFORMANCE MANAGEMENT REPORT, INCLUDING FINAL 2018/19 ACHIEVEMENTS (ALL PROVISION)

N Davis presented Items 11 & 12. A formal review will be presented in December and RAG rated as appropriate; the reports gave a snapshot for now. R Lindley felt that the reports were very easy to read.

ND
17 Dec. 2019

M Berry asked if the Performance Management Report spreadsheets would still be produced. Overall Apprenticeship figures were shown on the report and he would like to see the Intermediate figures to ascertain if any progress is being made.

M Berry noted that overall the 2018/19 picture was positive. 16-18 Timely Achievement Rate is up; high achievement has been maintained at 19+ and a good improvement in Maths & English seen. His main concern was Intermediate 16-18 Apprenticeships.

M Berry noted that we are now at the end of November and normally details of in-year retention would be available to ascertain how well IAG is doing. He noted that the style of Overall Apprenticeship report from ProSolution could disguise areas of concern.

N Davis confirmed that Level 2 Intermediate Apprenticeships in Construction Areas are included within the QIP (this area also includes CITB Apprenticeships). She noted that Timber Trades is below average but overall Construction Crafts is okay.

D Whitehead stated that KPIs were agreed by the Board and will be RAG rated as appropriate. Any areas that are Amber or Red will include commentary, explaining why and actions points for improvement. No information will be provided for Green rated areas.

R Lindley agreed that the report should be kept at high level but data should be included if there is an area of concern.

The Board noted the Key Performance Indicators / Performance Management Report, Including Final 2018/19 Achievements (All Provision).

13. INTERNAL AUDIT ANNUAL REPORT

D Pullein presented Item 13 (Internal Audit Annual Report for 2018/19); this was previously presented to the Audit Committee in July 2019.

The Board noted the Internal Audit Annual Report for 2018/19.

14. BUSINESS CONTINUITY REPORT ON RISK MANAGEMENT

D Pullein presented the Business Continuity Termly Report for the period June 2019 to October 2019, which has been discussed at the Audit Committee. Appendix 1 detailed the Priority 1 and 14+ risks. He acknowledged that there is a lot of work to do on the Risk Register / mitigation statements and these would be reviewed prior to the March meeting.

The Board noted the Business Continuity Report on Risk Management.

15. AUDIT COMMITTEE ANNUAL REPORT FOR 2018/19

The Clerk presented the Audit Committee's Annual report for 2018/19, which has previously been discussed at the Audit Committee. Subject to the addition of a note regarding the work done on the financial statements audit this is recommended for approval by the Board.

The Board approved the Audit Committee Annual Report for 2018/19, subject to the amendment noted above.

CW
17 Dec. 2019

D Pullein noted that the draft ESFA Funding Audit Report had been presented and discussed at the Audit Committee. The Audit had been very hard, with not enough notice and bad timing for the College. However, overall the report was good, with no serious issues. An action plan will be produced and presented to the Audit Committee in December 2019.

16. MANAGEMENT ACCOUNTS FOR 31 OCTOBER 2019

D Pullein presented Item 16 (Management Accounts for 31 October 2019). He noted that as normal at this time of the year income has been estimated based on the budgeted level for Government grants.

D Pullein stated that there is an issue with ATL's sub-contracting; under the new rules ATL need to deliver some of this provision and ATL are working with their sub-contractor to try to resolve this.

D Pullein confirmed that the Cashflow is pretty accurate for October; December shows a low point when the WYCA loan for Phase 2 is paid.

M Roper asked if the final figure for Phase 2 had been agreed with Clugstons; D Pullein stated that a meeting was taking place on Friday regarding this.

M Scott raised the question of debtors; D Pullein confirmed that this is being progressed and the November accounts will show an improvement. He acknowledged that there is still a lot of work required.

The Board noted the Management Accounts for 31 October 2019.

17. BUDGET TIMETABLE FOR 2020/21

D Pullein presented the Budget Timetable for 2020/21.

The Board noted the Budget Timetable for 2020/21.

18. COMPLIANCE WITH REGULATORY DEADLINES

The Office for Students letter dated 21 October 2019, which had been sent to the Chair, was noted. D Pullein felt that this was an unnecessary letter and related to an invoice that was paid six days late. In an attempt to address this issue, D Pullein had requested a direct debit facility but the OfS have stated that they cannot do this. D Pullein also noted that unfortunately another invoice has been paid late and this may result in a further letter from the OfS. He has flagged this issue with Finance and asked that they keep on top of this.

The Board noted the letter from the Office for Students regarding compliance with regulatory deadlines.

19. COMMITTEE TERMS OF REFERENCE

The Clerk presented Item 19 regarding the Terms of Reference for Audit, Performance & Remuneration, Search & Governance and Student Liaison Committees. These were reviewed by the relevant Committees earlier in the year.

The Board approved the Terms of Reference for Audit, Performances & Remuneration, Search & Governance and Student Liaison Committees.

20. ESFA LETTER DATED 23 OCTOBER 2019 REGARDING THE COLLEGE FINANCIAL PLAN 2019 TO 2021 AND DASHBOARD

The ESFA have confirmed that the College's assessment grade for 2018/19 is Requires Improvement and Good for 2019/20 (the current budget year).

The Corporation noted the ESFA letter dated 23 October 2019 regarding the College Financial Plan 2019 to 2021 and Dashboard.

21. GOVERNOR REPORT ON WALK-THROUGH OBSERVATIONS 2018/19

The Chair thanked M Berry for producing this report.

M Berry felt that further training might be useful for Governors regarding walk-throughs, particularly now the new Education Inspection Framework is in place. D Whitehead / N Davis agreed to look at a new suite of questions. It was acknowledged that Governors need to know what Teaching & Learning looks like, how it is being delivered and understand the student experience.

M Scott asked how the strengths and areas for improvement picked up by Governors are shared. N Davis confirmed that these are discussed at the fortnightly meetings she holds with managers.

21. GOVERNOR REPORT ON WALK-THROUGH OBSERVATIONS 2018/19

Prof. D Russell noted that M Berry is very experienced in such observations; however, he was hesitant in carrying out walk-throughs and making judgements for another Governor to pull together the information. He would be reluctant to see any action plans coming from this and felt it was up to management to do this. N Davis stated that there is value in Governors experiencing College life but agreed that an action plan was not required. Pairing Governors with managers may be better value. Members agreed to retain joint walk-throughs rather than solo visits. N Davis emphasised that planning is essential to ensure managers are available for these walk-throughs.

S Wilson felt that some issues do need reporting to the College following walk-throughs, e.g. safeguarding issues. R Lindley suggested that this could be a role for the Student Liaison Committee and A Kenny agreed that this was a forum for students to raise issues.

The Board noted the report on Walk-through Observations 2018/19

DATE OF NEXT MEETING

The next meeting is scheduled for Tuesday 17 December 2019 at 4.00pm (Meeting Room 1, North Street).