

LEEDS COLLEGE OF BUILDING

DELIVERY AGREEMENT
2017-2020



LEEDS COLLEGE OF BUILDING DELIVERY AGREEMENT

THIS AGREEMENT BETWEEN LEEDS COLLEGE OF BUILDING, THE LEEDS CITY REGION ENTERPRISE PARTNERSHIP (LEP) AND THE WEST YORKSHIRE COMBINED AUTHORITY SETS OUT HOW THE COLLEGE WILL CONTRIBUTE TO THE ACHIEVEMENT OF OUR SHARED ASPIRATIONS FOR THE CITY REGION.

ASPIRATIONS

The tables below sets out the baseline position for 2015/16 (or 2013/14 subject to availability) alongside the aspirations of the College against a range of measures relating to the Leeds City Region Employment and Skills Plan priorities.

RAISING THE BAR ON HIGH LEVEL SKILLS	2015/16	2016/17	2017/18	2018/19	2019/20
Higher level starts	280	260	230	210	197
MORE AND BETTER APPRENTICESHIPS	2015/16	2016/17	2017/18	2018/19	2019/20
Apprenticeship starts	470	503	534	566	600
GREAT EDUCATION CONNECTED TO BUSINESS	2015/16	2016/17	2017/18	2018/19	2019/20
Proportion of full time courses with a work experience element	26%	29%	33%	35%	37%
% of employers who would recommend college to another employer	76%	78%	80%	82%	84%
BUILDING WORKFORCE SKILLS AND ATTRACTING TALENT	2015/16	2016/17	2017/18	2018/19	2019/20
Income from apprenticeships	£3.70m	£4.26m	£4.35m	£4.46m	£4.58m
% of learners that would recommend the college/training organisation to their friends or family	90%	90%	90%	90%	90%

EMPLOYABILITY, ACCESSING JOBS AND REALISING POTENTIAL	2013/14	2019/20
Sustained positive destination rate	72%	76%
Sustained positive destination rate – skills provision	69%	73%
PRIORITY SKILLS	2015/16	2019/20
Proportion of total apprenticeship starts in priority skill subjects	100%	100%
Proportion of total non-apprenticeship starts in priority skill subjects	82%	86%
Infrastructure / construction / allied skills - apprenticeship starts	250	320
Infrastructure / construction / allied skills – non apprenticeship starts	2,170	2,220
Engineering and manufacturing - apprenticeship starts	220	280
Engineering and manufacturing - non-apprenticeship starts	180	195
Digital - apprenticeship starts	-	-
Digital - non-apprenticeship starts	-	-
Health and care - apprenticeship starts	-	-
Health and care - non-apprenticeship starts	310	0

COLLEGE ACTIONS

TO BRING THESE ASPIRATIONS ABOUT LEEDS COLLEGE OF BUILDING COMMITS TO CARRY OUT THE FOLLOWING ACTIONS:

1. Significantly develop the College's higher level skills offer, across Levels 4-6, classroom-based and apprenticeships:
 - Develop agreement with a higher education institution (HEI) to deliver degree programmes in Leeds.
 - Work closely with industry and the Technician Apprenticeship Consortium to run the higher and degree apprenticeships as they become available through the Government's Trailblazer initiative.

2. Support higher level participation by:
 - Improving approaches to flexible delivery, thereby helping improve part-time recruitment.
 - Development of courses which provide progression pathways to Level 4 and 5 courses, in line with skills needs within the region.
 - Offering internships and graduate placement programmes.
 - Improve information, advice and guidance (IAG) and transition support to students already studying at Leeds College of Building.
 - Broaden progression pathways from Level 1-3 to support larger numbers accessing apprenticeships at Level 4 and above.

3. Implement a robust employer engagement strategy, linked with a marketing and sales strategy to promote growth:
 - Target large levy paying employers.
 - Increase activity levels at the 'Forging Futures' initiative, with CEG and the Wates Group, at the Kirkstall Forge site and potentially develop another similar facility in South Leeds.
 - Target a growing number of SME's and/or supply chains to meet industry needs, helping plug skills gaps in construction and the built environment.

4. Develop access to apprenticeship programmes:
 - Programmes will incorporate English, maths, employability, digital and personal learning skills for adults to gain the needed skills to succeed on an apprenticeship programme.
 - Develop key technical certificate routes, particularly construction which is one of the 15 vocations identified in the Sainsbury Review, to address unemployment in Leeds City Region whilst providing progression routes into employment and apprenticeships.

5. Increase the involvement of employers in curriculum design and delivery:
 - Ensure that College courses remain relevant to employers and address employability attributes and skills valued by employers; similar to the Transport Planning Apprenticeship where employers jointly develop the curriculum content through specialist inputs and guest speaker sessions which complement education and training.

6. Complete Phase 2 (Joseph Aspdin Building) campus at Hunslet:
 - Provide state-of-the-art flexible facilities for building services engineering (BSE) courses and have a campus which showcases technologies such as photo voltaic, rainwater harvesting, bio-mass, etc.
 - Enhance facilities for delivering science, technology, engineering and mathematics (STEM)-based higher and degree apprenticeships to help meet the need nationally for engineers, surveyors and managers to achieve the ambitious infrastructure plans both regionally and nationally.
 - Develop initiatives with Women into Science and Engineering (WISE) and others to promote STEM courses to women to bridge the skills gaps.

7. Increase the range of flexible and responsive vocational programmes:
 - Develop key skills linked to emerging employment opportunities; for example, 60,000 new homes in Leeds, the White Rose expansion, Kirkstall Forge, Thorpe Park, HS2 and infrastructure developments across the region.

8. Increase the range of flexible and responsive progression programmes:
 - Provide a pipeline for apprenticeship growth through the Trailblazer initiative and 'Standards' development, via the Institute for Apprenticeships, to meet the Government's three million target.

9. Improve teaching, learning and assessment for adults:
 - Focus on teaching, learning and quality improvement to sustain achievement rates ensuring projected growth does not compromise quality.
 - College Self-Assessment Report (SAR) grades adult provision at grade 1: outstanding.

Further information on the indicators and baseline data can be found [HERE](#)

LEEDS COLLEGE OF BUILDING

DELIVERY AGREEMENT:
COMMENTARY

2017-2020



LEEDS COLLEGE OF BUILDING DELIVERY AGREEMENT

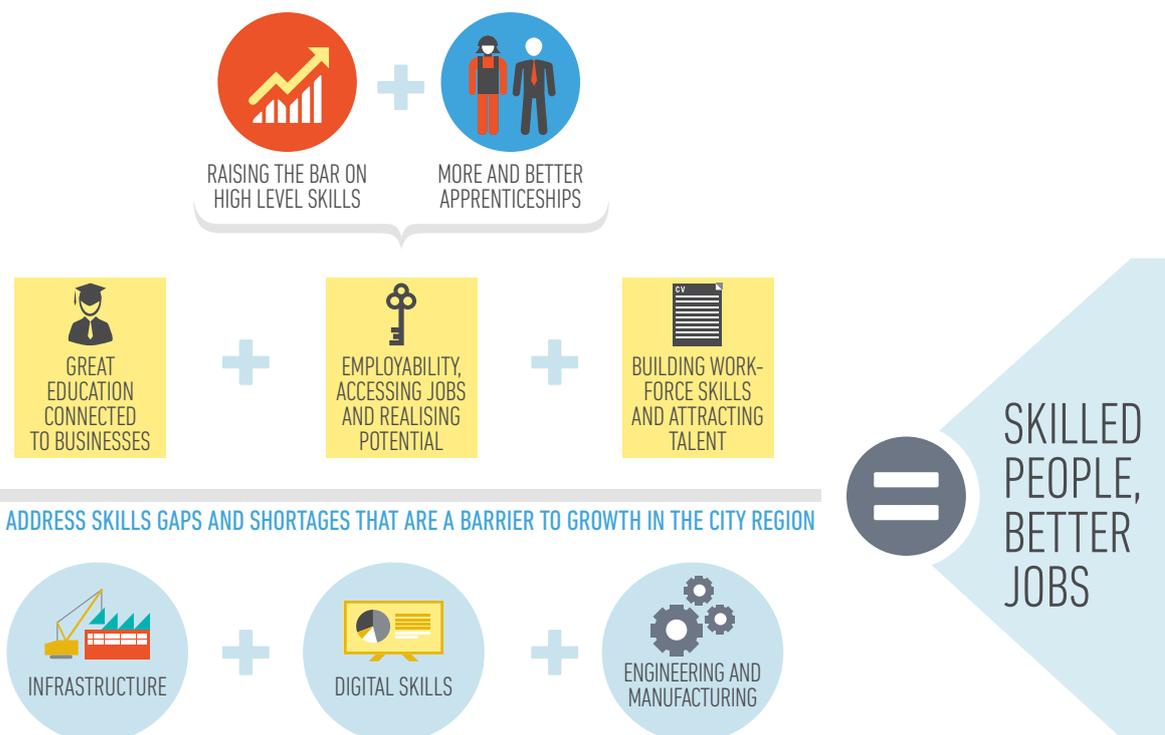
COMMENTARY

THIS DOCUMENT HAS BEEN WRITTEN BY LEEDS COLLEGE OF BUILDING IN CLOSE COLLABORATION WITH THE LEEDS CITY REGION ENTERPRISE PARTNERSHIP (LEP) AND THE WEST YORKSHIRE COMBINED AUTHORITY TO PROVIDE A COMMENTARY IN SUPPORT OF THE LEEDS COLLEGE OF BUILDING DELIVERY AGREEMENT FOR 2017/18. IT SETS OUT LEEDS COLLEGE OF BUILDING'S DEVELOPMENT PLANS FOR THE NEXT THREE YEARS, INCLUDING HOW THE COLLEGE WILL CONTRIBUTE TO SUCCESSFUL DELIVERY OF THE LEEDS CITY REGION EMPLOYMENT AND SKILLS PLAN.

Context

Leeds College of Building is the only specialist college focusing on the construction and built environment sector in the UK. Because of the diverse range of specialist courses student recruitment extends beyond Leeds City Region into Yorkshire and Humber and nationally. Although the College is specialist, with a specific focus on Construction and Engineering, it is important to recognise that the College delivers courses 9 of the 15 Sector Subject Areas; these are the broad curriculum areas identified by the Department for Education and Ofsted (Engineering, Land based and Construction etc.).

The LEP's Strategic Economic Plan (SEP), which was published in May 2016, sets out the City Region's economic ambitions to deliver an additional £3.7 billion in economic output and an extra 35,000 jobs in the City Region by 2036. The Employment and Skills Plan sets out how colleges and others will work together, over the next four years, to contribute to the vision of the SEP. The Plan aims to establish the Leeds City Region as a globally recognised economy where good growth delivers high levels of prosperity, jobs and quality of life for everyone. This will be achieved by:



Construction sector

The construction sector has been through the worst recession in over 100 years, resulting in 400,000 job losses (19%), and has seen a dramatic reduction in the number of people entering the sector and undertaking training. In 2013 an all-party Parliamentary report *No more lost generations* highlighted the reduction in construction education and training nationally:

- “182,000 construction jobs to be filled by 2018.
- Yet just 7,280 completed a construction apprenticeship last year (2012).
- We have to do better.”

The report specifically cited the recession’s impact on apprenticeships, which from a high of 15,000 completions in 2008/09 fell to a low of 7,280 in 2012/13. The Construction Industry Training Board (CITB) data also highlighted that in 2005/06 the industry attracted over 120,000 new entrants, which fell in 2008 to 30,000 per annum. This (75%) reduction has impacted as the sector recovered from recession. At a national level, CITB has recently identified a requirement for approximately 235,000 new entrants per year into the industry; this being at a similar level to the skill shortages peak prior to the credit crunch and recession in 2007/8. Because of age demographics, within the industry sector, CITB have additionally identified that a further 19% (350,000–400,000) employees are projected to retire up to 2021. This will clearly exacerbate the current skills shortages and could negatively impact on the growing requirement for major infrastructure projects, including new house building, within the City Region. Because of the migratory nature of the construction workforce, skills shortages in one area can adversely impact on other regions within the UK. This is one of the reasons why the LEP have identified gearing up to deliver major infrastructure schemes, including construction occupations, as one of the City Region’s major employment growth sectors, and why Leeds College of Building has developed / is developing flexible facilities to better meet industry demands.

Leeds College of Building

In 2015/16 Leeds College of Building taught approximately 7,000 students. The College was last inspected by Ofsted in June 2014 when it received a grade 2: good. Leeds College of Building has set out a number of values and key strategic aims (listed below) which will positively impact on the LEP’s Employment and Skills Plan priorities.

Key strategic aims:

- ‘Outstanding College’ status
- Teaching, learning and assessment
- Higher Education (HE)
- Property strategy
- Business development
- Employability skills
- Employee engagement

College values:

- Respectful – to value diversity, care for and support each other and the environment.
- Aspirational – to achieve excellence in all we do.
- Integrity – to be open, fair and honest.
- Accountable – to be responsible for our actions.
- Inspirational – to be creative and innovative in all we do.
- Enjoyable – to have fun and succeed.

The recent West Yorkshire Further Education (FE) Area Review recognised the specialist nature and importance of Leeds College of Building, emphasising the importance of its role nationally; additionally it recommended that the College explore potential for collaboration with Leeds City College. It also highlighted planned collaboration with Bradford College; marrying our nationally recognised specialism with Bradford College’s expertise in engineering, computing and science to deliver a new curriculum which matches the high-tech needs of the modern construction industry. Developments in this area encourages the growing need for digital skills in, for example, building information modelling (BIM), 3D printing and the growing use of drones in undertaking survey work.

The collaboration with Bradford College, which may in the future lead to a formal arrangement (Joint Venture), is predicated on new activities stemming from the major infrastructure developments within the region; including housing, transport etc. The development of these activities will materialise once the contracts have been released and contractors appointed. The West Yorkshire Combined Authority is communicating with providers, including Leeds College of Building, about these developments via the Skills Network.

Raising the bar on higher level skills (including higher apprenticeships):

Leeds College of Building led the development nationally with the introduction of the first ‘technical’ higher apprenticeships in Construction in 2012/13. This development led to the following pathways at Level 5: Civil Engineering, Building Services Engineering, Construction Management and Facilities Management. In recent years, this offer has grown to include Quantity Surveying and Building Surveying also at Level 5. The College is engaged with industry consortiums developing both the Trailblazers and the High Speed Curriculum Group overseeing curriculum requirements for High Speed Rail College.

Research undertaken by the Responsive College Unit (RCU) in to *The Local Impact of College Based Higher Education* has identified that FE colleges typically recruit from the three most deprived home postcode areas, using the indices of multiple deprivation. This is the polar opposite of most Higher Education Institution’s (HEIs),

which recruit from the three least deprived home postcode areas. Research also highlights that 'graduate apprentices' tend to stay in the region, where they have been trained, unlike many university graduates who migrate to London and the South East.

Going forward the College is planning to offer an increased range of apprenticeships, as and when they become available; a particular focus being the new degree apprenticeships at Level 6. A number of the new apprenticeship 'trailblazers' or standards will complement the current College apprenticeship offer. When complete they should provide progression pathways at Levels 3, 4, and 5 to Level 6 (honours degree). The proposed development with Bradford College, identified in the Area Based Review, should support this initiative. We also plan to develop an agreement with a HEI to deliver degree programmes in Leeds.

These developments will help support the creation of the Northern Powerhouse by focusing on the major infrastructure projects, in both Leeds and the wider region. Key areas will include a range of advanced and higher apprenticeships developed through the Government's trailblazer initiative.

These include:

- Transport Planning (Level 3)
- Railway Engineering Design (Level 3)
- Civil Engineering (Level 6)
- Quantity Surveying (Level 6)
- Construction Design Management (Level 6)
- Building Services Engineering (BSE) Site Management (Level 6)
- Construction Manager (Level 6)
- Assembly Technician (Levels 2 and 3)

Courses proposed also include those identified by the High Speed Rail College at Doncaster and Birmingham under the heading: Advanced Construction and Logistics. Precise courses and their content has not, at this time, been agreed. The High Speed Rail College is looking for providers to link into their offer by providing appropriately qualified students who will access courses delivered at the Rail College, at Levels 4 and 5, or deliver courses which the Rail College will not be able to deliver. The College is also seeking to support the technological advancements, including off-site manufacturing and renewable technologies in house building, to meet the 70,000 new homes in Leeds and other developments across the City Region.

While expanding its higher offer the College will also increase higher level participation by:

1. Improving approaches to flexible delivery, thereby helping improve part-time recruitment, including those from under-represented or minority groups in construction.

2. Continuing to grow Leeds College of Building's HE offer (and implement the College's HE strategy), including degree apprenticeships.
3. Development of courses which provide progression pathways to Level 4 and 5 courses, in line with skills need in the region and providing greater education and training connected to businesses.
4. Expanding the number of internships and graduate placement programmes.
5. Improve information, advice and guidance (IAG) and transition support to students already studying at Leeds College of Building to optimise progressions and lifelong learning in the sector.
6. Broaden progression pathways from Level 1 to 3 to support larger numbers accessing apprenticeships at Level 4 and above.
7. Implement the Sainsbury Review recommendations through implementation of the full-time construction programme, supporting wider opportunities and progress for post-16 students.

More and better apprenticeships:

Growth in apprenticeship numbers (currently approaching 1,500 on the College's managing agency) has mainly come from SMEs and micro companies within the City Region. More recently, however, the College has developed a 'national contracting' role through collaboration with national and multi-national companies who do not wish to contract with multiple providers and are looking for one provider to manage their apprenticeship delivery. A number of the students attend courses in Leeds (e.g. Transport Planning) but the College is also planning to increase its role in managing apprenticeship delivery nationally (e.g. NG Bailey model). Leeds College of Building currently contracts under these arrangements, for apprenticeship delivery, with 30 FE colleges / private training providers. The College's national contracting role is recognised in the West Yorkshire Area Based Review report, published in October 2016. This report sets out the requirement for the College to play a greater role nationally in the delivery of construction education and training within England.

With the introduction of the Government's apprenticeship levy, in April 2017, both national and regional recruitment of apprenticeships is projected to grow. The College convened a working group to consider the implications of the reforms. This has resulted in a number of actions, ranging from a dual marketing strategy to both levy and non-levy paying companies to promote the benefits of the reforms, a pricing strategy and a review of the College's offer in light of the trailblazers and introduction of the new standards. Leeds College of Building has, for the past 10 years, charged employers for 19+ adult apprenticeship delivery and this approach is, therefore, not perceived to be the level of risk

cited by some providers.

The College has devoted considerable resource into liaison with the industry; a particular focus being the larger companies which have traditionally not trained but have relied on graduate recruitment. These discussions tend to suggest that recruitment patterns are likely to change in favour of apprenticeships and the College should be in a positive position when the full extent of these discussions become clear. Many of the companies (shown in the Great education connected to businesses section) have formed a Technician Apprenticeship Consortium, which drives the development of new apprenticeship standards (Transport Planning) and recruitment activities. Leeds College of Building convenes these meetings and sees this as a key vehicle for further apprenticeship recruitment and development, post the Government's levy introduction. The Consortium are presently discussing the development of a Level 6 in Transport Planning, which could lead on to a masters degree at the University of Leeds's – Institute for Transport Studies.

The College is also in discussion with eight major contractors who are members of BuildUK, a federation representing the largest construction companies in the UK. A number of these companies are restructuring their education and training departments from a regional to a central model. These discussions could lead to a significant increase in apprenticeship numbers, particularly when the supply chain changes are implemented in 2018.

The College plans to:

- develop access to apprenticeship programmes incorporating English, maths, employability, digital and personal learning skills for adults to gain the needed skills to succeed on an apprenticeship programme;
- develop key technical certificate routes, particularly construction which is one of the 15 vocations identified in the Sainsbury Review, to support unemployment in the Leeds City Region whilst providing progression routes into employment and apprenticeships;
- provide a pipeline for apprenticeship growth through the Trailblazer initiative and standards development, via the Institute for Apprenticeships, to meet the Government's three million target;
- develop local, regional and national contracting to support national employers through a hub and spoke model to meet employer needs and further develop one of the Area Based Review's recommendations;
- build on the success of a dedicated Apprenticeship Unit (supported by central Marketing and Finance teams) to optimise apprenticeship reforms and provide a

dedicated support mechanism for employers; and

- enhance and work smartly with organisations such as Women into Science and Engineering (WISE) and local groups to increase the take up of minority groups in construction and the built environment, together with supporting employers with aspects of equality and diversity.

Great education connected to business

The College's focus, on one industry sector, has enabled it to develop extensive links with local companies; many of these through regional and national federations e.g. the YBF (Yorkshire Builder's Federation), the FMB (Federation of Master Builders) and the NFB (National Federation of Builders). Most federation members, unlike the major contractors, represented by BuildUK, have traditionally recruited apprentices and represent around 75% of the sector's current apprenticeships. A model developed by the College whereby full-time students complete their first year in College and then progress onto an apprenticeship, through a work placement, is an attractive model to many smaller companies. Companies are able to take the student on a work placement, towards the end of their first year of studies, as part of their recruitment processes, which greatly reduces recruitment risk and mitigates the need for high levels of supervision on site. To support this initiative, the College is working with a number of major contractors, engaged on significant projects within the City Region, whereby the site becomes the focus for work placement opportunities. The first such development is the Wate's site at Kirkstall Forge, the 'Forging Futures' initiative. This approach is also supported through the 'Pathway to Construction' initiative developed by the Cross-industry Construction Apprenticeship Task Force (CCATF).

The College has developed a number of strategies to facilitate close working with employers, supply chains and manufacturers, which benefit the student experience. The College has a number of Centres of Excellence with household names including Dulux, Baxi and latterly the British Woodworking Foundation (BWF). These enable the College's students to be at the forefront of developments in paint technologies and boiler manufacturing as well as accessing continued professional development (CPD) opportunities and company visits. Many other companies also support the College through talks, visits and presentations regarding new developments, working practices and the kind of work undertaken in certain roles.

Many of the College courses are developed and delivered as a direct response to industry demand. All of the higher apprenticeships, for example, were developed by the College in

response to industry demands. More recently, the Transport Planning apprenticeship was developed in close collaboration with the Technician Education Consortium whose members also support the delivery. Some of the larger companies are listed below.

Other courses offered by the College, mainly at Levels 1 and 2 are as a direct response to industry demand resulting from companies and individuals approaching the College. Additionally, labour market information (LMI) data is also used to inform curriculum decisions.

The College plans to build on this strong position by implementing its employer engagement strategy, linked with a marketing and sales strategy to promote growth:

- Target large levy paying employers whilst continuing to build on the large numbers of non-levy paying SME employers in the region.
- Increase activity levels at the 'Forging Futures' initiative, with CEG and the Wates Group, at the Kirkstall Forge site and potentially develop another similar facility in South Leeds.
- Target a growing number of SME's and/or supply chains to meet industry needs, helping plug skills gaps in construction and the built environment.
- Increase the number of work placement opportunities to support post-16 opportunities which will contribute to their work-readiness.
- Provide flexible and responsive progression to apprenticeship programmes linked to LMI which cites significant growth in construction trades and professional / technician

occupations.

- Continue productive relationships with Leeds City Council's Employment and Skills team helping support employment opportunities and outcomes.

The College also plans to increase the involvement of employers in curriculum design and delivery to ensure that courses remain relevant to employers and address employability attributes and skills valued by employers; similar to the Transport Planning apprenticeship where employers jointly develop the curriculum content through specialist inputs and guest speaker sessions complement the education and training.

Employability accessing jobs and realising potential

Leeds College of Building has typically used the Adult Education Budget (AEB) as a means of attracting the unwaged and/or 19+ NEET (not in education, employment or training) students into full and part-time education. The College is currently working with Leeds City Council and the LEP to ensure College delivery aligns with local economic need. The College very much values the current flexibility which enables it to meet the demands of students, who have been unwaged/unemployed for many years and want to access a route, which will enable them to get back into the employment market, some through the College's apprenticeship offer. The taster courses the College offers tends to focus on employability skills, basic English and maths (at appropriate entry levels) and include work placements.

TECHNICIAN EDUCATION CONSORTIUM MEMBERS:

ADEPT

AECOM

AMCO

ARUP

ATKINS

BALFOUR BEATTY

BENTLEY

BT

BTEC

CECA

CH2M

GRONTMIJ

HIGHWAYS ENGLAND

JACOBS

KIER

KIRKLEES NEIGHBOURHOOD HOUSING

LOVELL

METT MACDONALD

MITIE

MITTON

NATIONAL OFFICE MANAGEMENT SERVICE

NG BAILEY

NPOWER

PEARSON

PF

SES

SILCOCK LEEDHAM

SSE

TATA STEEL

THE CHARTERED INSTITUTE OF HIGHWAYS AND TRANSPORTATION

TRITON CONSTRUCTION LTD

WATES CONSTRUCTION

WATSON BATTY

WSP

The adult market, aligned to the construction sector, is different to the full-time study skills route undertaken by 16-18 year olds. The main focus initially is on re-engaging individuals and developing their employability skills, together with appropriate levels of English and mathematics. This is supported initially through a carousel approach, whereby the student has a 'taster' in various craft skills before enrolling onto an award, certificate and ultimately a diploma in a chosen vocation, which is the recognised academic level to enter the sector. It tends to be at this juncture that students are at a level to progress into an apprenticeship, should an employer be found. A close working relationship has been developed with Jobcentre Plus to enable suitable students to access appropriate (short) College courses as a route into the industry.

Through our Kirkstall Forge initiative we have formed a partnership with a major local employer and put learning facilities directly into the workplace. This enables students to get first hand work experience on site, in much greater numbers than the employer would be able to facilitate without the partnership support. This experience is invaluable in helping students progress into employment.

The College plans to

- Increase the range of flexible and responsive vocational programmes.
- Develop key skills linked to emerging employment opportunities; for example, 60,000 new homes in Leeds, the White Rose expansion, Kirkstall Forge, Thorpe Park, HS2 and infrastructure developments across the City Region.
- Improve the teaching, learning and assessment for adult to sustain achievement rates ensuring projected growth does not compromise quality. The College Self-Assessment Report (SAR) grades adult provision at grade 1: outstanding.
- Maintain high achievement levels for all adult provision, thereby supporting next step, progress and progressions. Additionally the College will be the provider of choice, through high student and apprenticeship satisfaction levels, whilst maintaining good or outstanding Ofsted and Quality Assurance Agency (QAA) review outcomes.
- Strengthen collaborative working between Leeds College of Building and Leeds City Council to better align College and local authority AEB provision.

The College is also looking closely at potential further progression routes. Most of the craft based courses are required at Level 2 (except Mechanical and Engineering Level 3) because this is the industry requirement. Therefore, most of the College's efforts are to bring new entrants

and staff upskilling up to, or approaching Level 2 so that the student can gain access into the sector. But as the College higher offer expands, moving into more technical areas this should bring progression right through from entry level to Levels 5 and 6.

Building workforce skills and attracting talent

Additional income will also be generated through the continued development of full cost courses for industry. These courses mainly focus on statutory requirements, ie Gas Safe, AM2, 17th Edition and Health and Safety. Some of these courses may also draw down additional funding from external sources, e.g. the Enhancement Fund, or similar.

The College has seen expansion in HE loans, typically by full-time Higher National students. This funding could increase as more students see the Higher National Certification (HNC) and the Higher National Diploma (HND) as a potential stepping stone into the higher apprenticeship market, particularly at Level 6.

Take up of Advanced Learner Loans (ALL) has been poor. This is, we believe, due to a number of reasons. Probably the most significant is that the structure of the industry does not promote the need for higher level courses, most operatives are required to train up to Level 2. Only around 20% of construction craft students progress onto Level 3, or above and the vast majority of these are paid for by the company. The expansion of ALL to higher levels, coupled with the expansion of the College's higher level offer could lead to increased take up.

As part of the West Yorkshire Colleges' Consortium (WYCC), Leeds College of Building is one of the partners in the recently established joint venture (JV) partnership. The aim of the JV is to provide co-ordination of bidding opportunities, which is hoped, will enable the participating colleges to access European funding. A number of bids are currently in the business development phase having got through the stage one process.

The diversification of funding streams will also be achieved through the introduction of the apprenticeship levy, described above. For those companies not contributing to the Government levy the Government will pay 90% of the apprenticeship costs with the remaining 10% borne by the company. For those large companies, contributing to the levy, the reverse is the case and the College sees this as a major opportunity. Furthermore, significant potential opportunities could present themselves through end-point assessments. The College is looking into the viability of becoming an end point assessment organisation.

The introduction of the apprenticeship levy looks as though it will negatively impact levy

payers regarding up-skilling and general CPD. From discussions it appears that companies will look to all CPD activities reverting into their apprenticeship fund.

Property strategy

To support the above developments the College has entered into a rationalisation of the estate down, in the first instance, to two sites/campuses: North Street and Hunslet. A flexible and innovative Phase 1 build at Hunslet has been a great success

and the College has entered, through LEP support, into a Phase 2 (Joseph Aspdin Building) which is due to commence on site in the summer of 2017. The developments at Hunslet will enable all of the College's mechanical and electrical provision to be co-located with an HE centre to support the growth in degree apprenticeships. Ultimately, the College's aim is to have all of the College estate located in new flexible buildings and has developed an Estates Strategy to support this.
