

# LEEDS COLLEGE OF BUILDING

## CORPORATION MEETING

Minutes of the meeting held on Tuesday 8 June 2021 at 3.45 pm via Microsoft Teams.

### PRESENT:

Julia Evans (JE) Chair  
Peter Norris (PN) Vice Chair  
Simon Bray (SB)  
Debbie Forsythe-Conroy (DFC)  
Ian Frear (IF)  
Oliver Harding-Jeans (OHJ)  
Andrew Kenny (AK)  
Rachel Lindley (RL)  
Derek Packer (DPa)  
Mark Roper (MR)  
Prof. Dave Russell (PDR)  
Matthew Shields (MSh)  
Mark Scott (MS)  
Derek Whitehead (DW)  
Jackie Wignall (JW)  
Sarah Wilson (SW)

### IN ATTENDANCE:

David Pullein (DP) (Vice Principal – Finance & Resources)  
Nikki Davis (ND) (Vice Principal – Teaching, Learning & Quality)  
Karen Rolinson (HR Director) – Item 8  
Michaela Beardsall (MB) (Clerk to the Corporation)

**ACTION  
BY AND  
TARGET DATE**

## 1. CHAIR'S AND GOVERNORS' COMMUNICATIONS

- 1.1 The Chair welcomed Ian Frear (IF) and Debbie Forsythe-Conroy (DFC), who have joined the Board.
- 1.2 Matthew Shields (MSh) has been recommended to join the Board and the Audit Committee by the Search & Governance Committee. MSh joined the meeting following approval by the Board.
- 1.3 Claire Stowe will take up the post of Support Staff Governor in the new academic year as JW steps down.
- 1.4 MR requested that terms of office for all Governors are circulated to inform the Board of when recruitment activities need to be instigated in the future. MB confirmed that this issue is on the agenda for the Search & Governance Committee meeting on 15 June 2021 and will be circulated following the meeting.

**MB  
21 June 2021**

DPa concurred with MR having requested that Governor recruitment was addressed, as a number of Governors reach the end of their terms at the same time.

## 2. APOLOGIES FOR ABSENCE

Apologies for absence were received from Caroline Meehan.

**3. DETERMINATION OF ATTENDEES / OBSERVERS**

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

**4. DECLARATION OF INTEREST**

SB and JW declared an interest in Item 13

**5. MINUTES OF THE PREVIOUS MEETING**

The minutes of the meeting held on 27 April 2021 were approved as a true and accurate record with the following amendments:  
DPa attended the meeting rather than giving apologies.  
The correct spelling of DFC's surname is Forsythe-Conroy.

**6. MATTERS ARISING**

**6.1 Ref Min 1**

Governors to complete final link activities before the end of the term.

Governors  
July 2021

**6.2 Ref Min 1**

The use of online enrolments and parents' evenings will be confirmed at the July meeting.

ND  
13 July 2021

**6.3 Ref Min 1**

ND would present the Mental Health Strategy to Governors at the July meeting.

ND  
13 July 2021

**6.4 Ref Min 7**

ND confirmed that the College is utilising all the flexibilities available. The approval process from City & Guilds was not straightforward but it has been completed.

**6.5 Ref Min 7**

ND to ask Marketing to publish employer link stories.

ND  
13 July 2021

**6.6 Ref Min 8**

Included in Item 15 (Management accounts).

**6.7 Ref Min 11**

ND would produce a report showing the variation from 2018/19 and best case -v- actual for July's meeting.

ND  
13 July 2021

**6.8 Ref Min 11**

ND stated that destinations data will be provisional in July as final destination data is collected during the autumn term. December's paper will provide Governors with the most accurate outcome.

**6.9 Ref Min 12**

Actioned.

**6.10 Ref Min 13**

Actioned.

## **7. CURRICULUM PLANNING**

ND gave a presentation focusing on:

- Adult Education Budget (AEB)
- Study Programmes – 16-19 provision
- Apprenticeships.

There are significant changes in the education budget that need to be recognised for next year. Devolution means there is a significant shift in approach to funding which will be through the West Yorkshire Combined Authority (WYCA). Their strategy document has been through a period of renewal and review but, due to COVID, is still in draft format.

WYCA are focusing on supporting the unemployed to gain and sustain employment, career progression, adaptability and resilience. The focus will be on increasing the number of people with basic employment skills to Level 2 and 3 as well as increasing skills for the climate emergency, the green economy, including zero carbon and the changing economy. Another focus will be on increased participation from individuals in disadvantaged communities and groups, including moving from lower income bands up to technical and higher level skilled employment, and therefore improving the career prospects of residents.

The vast majority of the provision at Leeds College of Building falls into the Government organisations or Combined Authority priorities, which bodes well for future funding opportunities. The College will continue with its strong approach in monitoring and supporting disadvantaged students to gain good employment skills. In addition, the College and Faculties will maintain the links with the Job Centre, who are reporting the impact of COVID on the number of people coming through into adult courses.

ESOL has been successfully piloted this year with students completing in July 2021. The aim of which is to support individuals who have been employed in the construction industry in their home country but need to develop their proficiency in English in order to continue with their career. Digital skills will be added to this in 21/22. The College's curriculum offer begins at entry level to level six, which offers a breadth of opportunities for students 16+, on either full-time or part-time courses.

Project funding is also being utilised via the West Yorkshire Consortium of Colleges with a focus on the zero carbon agenda. There will be a focus on supporting and increasing student recruitment in under-represented groups.

Information regarding the local demographics and enrolments was shared which indicates an upwards trend. The projected 16-18 enrolments, based on current market share, is 1,357 by 2026/27; the College has 1,356 in the curriculum plan presently, indicating an increase in market share. Early indicators show that the increase in enrolments may be from BAME communities. Further work will be undertaken to ensure the College maximises upon that demographic growth.

Applications to courses has been buoyant, with waiting lists established for some Study Programmes. This may be as result of reduced opportunities for young people following the pandemic. Apprenticeships are becoming harder to access with increased competition for young people.

## 7. CURRICULUM PLANNING (continued)

The College has received 1,391 applications for 876 available places. 760 offers have been accepted to date; waiting lists are being established and a range of 'keep warm' activities are being employed to ensure contact is maintained during the summer months to convert applications to enrolment in the autumn term. As a result, staffing levels will need to be adjusted to ensure that the provision can be delivered. The growth will also impact on space and class sizes. Adjustments have already been made within College to ensure that the growth can be accommodated.

The College is supporting students with a range of needs. There is an increase in the number of students declaring support needs at the point of application, an increase in safeguarding concerns, more significant mental health problems, the impact of COVID on family redundancies. The impact on the College's Support Services is significant.

Government incentives to recruit apprentices are welcomed. Due to a change in approach, all employers must now access the Apprentice Service. HECDM has been affected by furlough and/or redundancies; the College is supporting these students on to Apprenticeship programmes.

In order to support employees, the College has utilised project funding to recruit a Business Engagement Officer to work their way through the Apprenticeship Service and to access the relevant funds. This post is currently advertised.

In order to access all available funding streams / incentives, start dates of course have been amended to earlier in the year.

The Work-based Learning department are using the EPA booking system and recognising some of the increased responsibility for that team, a Deputy Manager position and more advisors are being recruited.

JE thanked ND for the comprehensive report and for the vast amount of ongoing work.

MS instigated a discussion on the merit of contacting the new Mayor, Tracy Brabin, who has a focus on lifelong learning. It was noted that a proposal was submitted to the Combined Authority for funding to support the delivery of Level 3 programmes. Funding was apportioned on existing contract values rather than merit which is disappointing for the College. DW explained that contact has been made with the Mayor's office to request a visit to the College in due course. The new Mayor's pledges align with LCB's, specifically in relation to sustainability, Skills and Education and new homes, and it would be an opportunity to showcase the good work.

MR queried the College's approach to ensuring employers have the opportunity to comment on the fitness for purpose of the curriculum on a regular basis. ND explained that it is included in the curriculum planning process and employers are contacted every three years to comment. Labour Market Information (LMI) is shared with Faculties and they will be asked to share their provider response including the inclusion of digital skills within existing programmes.

## 7. CURRICULUM PLANNING (continued)

DFC asked for clarification on the delivery of T Levels. ND confirmed the College is an approved provider for Design, Survey and Planning from 2022. T level implementation plans are being completed in readiness to submit to the ESFA.

DFC highlighted the need to court the new mayor to ensure LCB is on the radar and requested that Governors were informed on the level of engagement in the future.

DW  
Ongoing

PDR thanked ND for the report and positively noted the reference to Higher Education, and increased provision to Level six. In light of the recent announcements about lifelong learning loans, there is an expectation that there will be growth in undergraduate provision in colleges and LCB is ideally placed to deliver.

DPa queried if the Business Engagement Officer was a consequence of COVID, and if the post was a permanent addition to the College. ND confirmed that there was an opportunity to access project-based funding prior to the pandemic. The College is conscious of and responsive to the number of Apprentices in the Craft areas, and this temporary post will enable further links to be made with employers. The impact of the role will be evaluated towards the end of the funding period.

PN promoted a discussion on the risks associated with increased staff numbers and class sizes. ND noted that the additional Support Services required will be impacted upon, which has prompted recruitment of an additional Safeguarding Officer and Personal Tutors to support both new and existing students.

PN thanked SMT for responding to the feedback given from Rob Smith during the Governor interaction activities, by recruiting a Deputy.

**The Board noted the presentation regarding Curriculum Planning.**

## 8. WHISTLEBLOWING POLICY

KR presented the Whistleblowing Policy for approval following the annual review. She has referred back to the AoC document to ensure its suitability and has added specific terms in relation to LCB.

RL promoted discussion regarding the language used in the document and requested that it be made more 'user friendly' to ensure staff feel able to 'speak up' when appropriate. KR would review this.

KR  
13 July 2021

KR highlighted other opportunities that enable staff to raise issues including the recognised union representation and the staff forum. RL was pleased to note the pyramid of opportunities, giving staff the ability to raise concerns before it reaches the most serious level, i.e Whistleblowing.

JE requested assurance that other standard policies have been reviewed, e.g. from ACAS/CIPD, to ensure that LCB is in line. KR confirmed this.

**8. WHISTLEBLOWING POLICY** (continued)

JE also shared with Governors that following recent recruitment activities, KR will be the Clerk in the new academic year. JE welcomed KR to the role.

**The Board approved the Whistleblowing Policy subject to the action noted above.**

**9. RE-APPOINTMENT PROCEDURE**

The Clerk presented the Re-appointment Procedure which was due for routine review.

MR asked for clarification on Page 1 “not for Elected Members”. MB would check the I&A / Standing Orders and email Governors with an update and add a paragraph to the document which explains this explicitly.

MB  
28 June 2021

**The Board approved the Re-appointment Procedure subject to the action noted above.**

**10. ACCESS TO MEETINGS POLICY**

The Clerk presented the Access to Meetings Policy which was due for routine review.

**The Board approved the Access to Meetings Policy.**

**11. DRAFT STRATEGIC PLAN 2021/2026**

DW presented the Draft Strategic Plan 2021/2026 for consideration by Governors, with final approval to be made in the July meeting. He thoroughly presented the content of the plan, with focus on the six Strategic Aims. Key facts of the College were included with 2019/20 graphical illustrations used as a baseline.

LMI information indicates the need for construction education and training is significant. The ESFA/FE Commissioner is expected to review this document more stringently than in previous years with forthcoming introduction of College Annual Strategic Discussion meetings. Significant and lengthy discussions ensued, and governors made the following recommendations/ amendments.

JE welcomed the detail contained in the Strategic Plan, which underpins the work of LCB.

DFC thanked and congratulated DW on the coherent plan and noted that it contains detail on the direction of travel. DFC suggested that ‘Quality of Education’ replaces ‘Teaching, Learning and Assessment’ in line with the Ofsted approach and terminology, and also the inclusion of wider skills and qualities including developing confidence, resilience and social responsibility.

DFC also prompted a discussion on succession planning and recruiting and retaining staff at all levels. It is pleasing to see this forms part of the Strategic Plan, linked to the College’s People Strategy.

DFC was pleased to note evidence of LCB’s commitment to the social mobility agenda and requested that this term was specifically used within the document.

11. **DRAFT STRATEGIC PLAN 2021/2026** (continued)

DFC also requested further information to be included on the impact of COVID on students, how the College tackled digital poverty, and how the College is 'COVID proofing' should anything similar occur in the future.

MS noted it was pleasing that the green agenda is cited in the document and would like to see the comments strengthened. Employers will be more inclined to partner with the College if they share their 'green credentials'.

MS also noted that the financial health and financial stability of the College was included and key to supporting students and College plan.

MS also noted the position of LCB in developing social and civic responsibility – LCB sits at the heart of this and asked for this to be highlighted further as a key message in the plan.

MS also raised the question of whether Construction Playbook should be referred to in the document. It was felt that this was a positive suggestion.

MR asked DW to consider changing REVIT to Building Information Modelling. MR also asked DW to consider how relevant the section on BREXIT was and felt this should be removed as less important now.

MR noted that from his own industry experience the number one item on CECA's business plan is 'NetZero' and whether it would be pertinent to add further detail on this. DW to action.

IF noted the vast number of items in relation to the digital sector and requested clarification as to where the priorities are. IF requested that consideration be given to LCB driving / leading an initiative. DW explained that the detail will be fleshed out in Curriculum Plans and potential KPI's but wanted the Strategic Aims to remain board to capture industry / student needs. DW explained that digital support for students is the key area for development and to bring VR/augmented in line with industry. This is constantly under review according to need and budget. The College will invest in its own IT structure and following the response to the White Paper (Ney Review) more funding may become available over time.

PN noted that digitalisation requires increased investment and sought clarification that this has been budgeted for. DW confirmed that funds have already been bid for, won and allocated as discussed in earlier Board meetings and that SMT are proactive in bidding for other funding streams. Provision has to be made to ensure that the College is supporting students, particularly those without devices and to ensure the highest quality of education.

PN requested that the document includes information regarding the College's increased investment in recent years and that this has been a priority that the College has budgeted for. DW will include this in the introduction, financial sustainability and accommodation sections as appropriate.

PDR praised the structure of the plan and noted the difficulties of writing a five-year strategic plan in such turbulent times. He urged caution in setting too much detail within the plan at this stage. RL concurred and requested that the Board members refer back to the plan on a regular basis to gauge and understand if progress is being made towards achieving the main aims.

**11. DRAFT STRATEGIC PLAN 2021/2026** (continued)

SW noted that there are material shortages in the construction industry and felt it was pertinent to include a statement to acknowledge that the College keeps abreast of trends in such a fast-paced industry.

JE added that this was an opportunity to be ambitious and actively engaged. It is important to note that the Building Safety agenda will dominate in the next 5-10 years and it would be worthwhile including a comment within the document on this.

Diversity and Inclusion is also critical as the future workforce is likely to be comprised of a diverse population in the UK, and the Strategic Plan is a good opportunity to portray the role of the College locally and nationally in recognising this.

DPa requested that DW reflected on the impact of the levelling up agenda and include commentary if appropriate.

DW would amend the Strategic Plan, and link with Marketing, in readiness for the July meeting in order to seek final approval from the Board.

DW  
13 July 2021

**The Board noted the draft Strategic Plan for 2021/2026.**

**12. ACCOMMODATION STRATEGY (NORTH STREET)**

DP presented the document which will underpin any/all bids to funding streams. In order for bids to be successful, there is a requirement that it forms part of a strategy which the Board is in agreement with. The Government is announcing/has announced a number of capital funds that the College are keen to bid for.

DP noted the progress made to date and the desire to leave the North Street site, if a third site near South Bank gave the College the option to do so, while maintaining a first class learning environment at North Street in the interim period.

AK thanked DP for the comprehensive and ambitious report. AK queried if Turner & Townsend supported the College with apprenticeships. DW confirmed that they had in previous years and definitely other contractors in their supply chain do.

DP noted that Turner & Townsend offer good value for money and have a good track record with previous work they have undertaken with the College.

SB requested clarification on the status of document. DP confirmed that endorsement and approval is required.

SB suggested the document was proof-read and amendments made including:

- P16 – repetition of circular diagrams removed
- Appendix 2 P20 – statements need clarification on C/E floor reconfiguration of classroom
- Repeated paragraphs removed
- Reference to the 'solar system' amended to 'solar power generation system'.

**12. ACCOMMODATION STRATEGY (NORTH STREET)** (continued)

DP would amend the document as noted above.

DP  
1 July 2021

SB also requested that the staff toilets in North Street are updated in the refurbishments. DW confirmed that it forms parts of the planned works.

PN queried if there are any immediate requirements for works due to meeting statutory health and safety responsibilities. DP confirmed that the planned work with fire engineer consultants would be the only area.

**The Board approved the Accommodation Strategy (North Street) subject to the action noted above.**

**13. CONFIDENTIAL ITEM**

See attached notes.

**14. POST-16 CAPACITY FUND**

ND sought Governor approval to complete a bid for the Post-16 Capacity Fund. It recognises the demographic shift nationally in terms of 16-to-18 year old students, and the need to find more space. The bid can be a maximum of £4 million and is ringfenced to developing space for 16-to-18 year olds.

**The Board approved the submission of the Post-16 Capacity Fund bid.**

**15. MANAGEMENT ACCOUNTS (APRIL)**

DP presented the Management Accounts for April 2021.

The College is forecasting 70% of the remaining £1.7m of achievement funding (£1.2m). There are underspends on part time teaching and non-pay expenditure due to COVID-19.

The AEB is reliant on subcontractor delivery. The Government has set the threshold at 90% in terms of clawback, the College is at 61% currently. If the subcontractors deliver, 80% is the likely level of achievement. This has been factored into the budget.

Cash flow is positive due to lower outgoings. All areas rated green, other than AEB. There is no possibility of a breach in terms of bank covenants.

MSh queried the increased level of creditors from March to April. DP explained this was due to a back log with College reopening on March 8<sup>th</sup>.

**The Board noted the Management Accounts for April 2021.**

**16. ESFA LETTER DATED 13 MAY 2021 REGARDING COLLEGE FINANCIAL HEALTH 2019/20 AND 2020/21 AND FINANCIAL DASHBOARD**

Following submission to the ESFA of the College's 2019/20 accounts via the finance record in December, the ESFA review the accounts and then issue a dashboard and comment on the financial health of the College. The ESFA agree with the College self-assessment of financial health as good. In some areas the dashboard shows the College below sector averages due to the investment in South Bank 1 and 2 over the last 8 years.

**The Board noted the ESFA letter.**

**17. PERFORMANCE MANAGEMENT REPORTS**

ND presented Item 17 and the following key points were noted:

- 16-18 Retention has stabilised through an effective programme of re-engagement.
- 19+ Retention remains high.
- Overall Achievement for Apprenticeships is expected to match around the 2019/20 outcomes. This will be confirmed in July. ND would confirm expected outcomes in the July report.
- Increase in safeguarding activity as noted in previous meetings. Various alerts from outside organisations relating to e.g. County Lines, domestic violence incidents (victim, witness and/or perpetrator).
- The new Keeping Children Safe in Education document is currently out for consultation. College policies/procedures will be reviewed once published to ensure they are in line with the changes.
- The Safer Schools Officer will be retained and an additional Safeguarding Officer recruited to support with the increasingly complex areas.
- The Degree Apprenticeship validation criteria have been met and accredited Leeds Beckett University. The Level 6 will commence from September.
- Social Action Apprenticeships - collaborative work with Leeds City College is ongoing.
- RL previously requested the terms of reference for the EDI Committee which are included in the report. A mental health link Governor is sought as this group oversees the student mental health strategy. Volunteers were requested to take on this role and Governors should contact ND as appropriate.
- No complaints have been made to the Office of Independent Adjudicators in 2020. Links to the websites are included in the report.

ND  
13 July 2021

Governors  
July 2021

PN requested a summary from the EDI Committee be brought to the Board following each meeting. ND would submit high level executive summary of EDI business to the Board.

ND  
13 July 2021

PN also queried the areas from CPOMs that had significantly increased during the last three months and if there were any associated risks. ND explained that staff were flagging as support is required.

DFC noted that the attendance is 88.51% and sought assurance that this would form part of the quality improvement plan that Governors would have sight of. Ofsted will be interested in the actions. ND confirmed that attendance is not at the desired level, and it would be included in the QIP.

ND  
13 July 2021

**17. PERFORMANCE MANAGEMENT REPORTS** (continued)

A thorough and sensitive discussion ensued regarding use of the term 'people of colour' which is increasingly used in the vernacular on social media. DFC suggested that 'identification by cultural identities' was a more appropriate phrase. PDR suggested accessing the recent guidance issued to civil servants on the various terminology used to discuss ethnic minority individuals /groups. ND would review wording and amend documentation as necessary.

**ND  
1 July 2021**

PDR also recognised the significant number of safeguarding incidences and additional resources required by the College.

DFC raised a query in relation to T Levels and if it would be an expectation for staff to go back into industry. ND confirmed that the College would access all the support available to prepare for T Levels, and while it is not an expectation for staff, i.e.in their appraisals, there is a dedicated day in the calendar for this purpose.

**The Board noted the Performance Management Reports.**

**18. HEALTH & SAFETY POLICY**

DP presented the Health & Safety Policy for routine review.

PDR asked if there were no changes in light of COVID. DP confirmed that this was the case.

**The Board approved the Health & Safety Policy.**

**19. THE ROLE OF THE LINK GOVERNOR**

ND presented Item 19 as guidance including:

- Benefits of the system
- The process
- Example questions for reference
- Documents used.

Governors were asked to check their link manager for 2021/22.

**Governors  
July 2021**

**The Board noted the Role of the Link Governor paper.**

**20. UPDATE ON BOARD / COMMITTEE MEMBERSHIP 2021/22**

The Clerk presented an update of the membership including the three new independent Governors and the new Staff Governor. Further discussions regarding terms of office ending will be discussed at the Search and Governance Committee on 15<sup>th</sup> June 2021.

**The Board noted the update on Board / Committee Membership 2021/22.**

**DATE OF NEXT MEETING**

The next meeting is scheduled for Tuesday 13 July 2021 at 3.45pm via Teams.