

LEEDS COLLEGE OF BUILDING

CORPORATION MEETING

Minutes of the meeting held on Tuesday 22 November 2022 at 4.00pm, Meeting Room 1, North Street / Microsoft Teams.

PRESENT:

Peter Norris (PN) Chair
Elaine Armitage (EA) (*attended via Microsoft Teams*)
Simon Bray (SB) (*attended via Microsoft Teams*)
Nikki Davis (ND)
James Dunford (JD)
Wasim Feroze (WF) (*attended via Microsoft Teams*)
Debbie Forsythe-Conroy (DFC) (*attended via Microsoft Teams*)
Rachel Lindley (RL)
Michael Norton (MN)
Derek Packer (DPa)
Mark Roper (MR)
Dave Russell (DR) (*attended via Microsoft Teams*)
Matthew Shields (MSh)

ATTENDANCE: 13 / 16 = 81% (KPI 80%) Cumulative attendance: 26 / 32 = 81%

IN ATTENDANCE:

David Pullein (DP) (Vice Principal – Finance & Resources)
Liam Mogan (LM) (Assistant Principal – Data & Employer Engagement)
Rob Holmes (RH) (Assistant Principal – Quality & Student Experience)
Chris Tunningley (CT) (Assistant Principal – Adults & Higher Education)
Sufyaan Akhtar (SA) (Student observer)
Karen Rolinson (KR) (Director of Governance)
Nancy Fearnside (NF) (PA to Strategic Leadership Team)

**ACTION
BY AND
TARGET DATE**

1A) CHAIR, SUB COMMITTEE CHAIRS & SAFEGUARDING GOVERNOR UPDATE

PN welcomed Sufyaan Akhtar who was attending as a student observer, with a view to joining the Board as the Student Governor. PN also congratulated Chris Tunningley on his appointment as Assistant Principal, replacing Brian Duffy.

PN stated that he had attended an AoC Chairs' Conference recently. The issues raised were very similar to the issues faced by the College (eg staffing / recruitment etc.).

RH gave feedback on the recent AoC National Conference he had attended. CT and Daniel Grimes (DG) had also attended, with DG presenting a breakout session. Technology (post pandemic) was a key topic of conversation. RH noted that the breakout sessions were very good. He also noted that there were lots of Governors attending as well.

Other issues discussed were the Autumn Statement and the ONS reclassification of colleges. David Hughes from the AoC had presented and stated that Ministers' focus on skills was on Level 4 and 5. Levels 1, 2 & 3 were not mentioned. PN stated that the work the College was doing still needed to go on.

**1A) CHAIR, SUB COMMITTEE CHAIRS & SAFEGUARDING GOVERNOR
UPDATE** (continued)

ND reported that she had joined the NOCN Board and their Audit Committee. They were in the top 100 employers and she felt it would be interesting to see what they do.

PN stated that 7 Governors so far have booked on to at least one external development session. Attendance at the Board meetings is good so far and this will be shown on the minutes going forward.

Audit Committee

MSh gave a brief update following the Audit Committee meeting earlier today. A number of internal audit reports were presented with Substantial Assurance. One Audit had received Limited Assurance – Learning Support Funding, and this would be revisited later this academic year. The Annual Internal Audit Report was presented by J Creed (ICCA) and Reasonable Assurance noted; this is the strongest level offered. All audit queries had been answered by management. The Internal Auditor had noted that the College was culturally strong in terms of risk management. The External Audit will be picked up in more detail at the December meeting.

Safeguarding

RH noted that an update had been placed on the Governors' Portal for information.

RH noted that a priority for Leeds was the Review of Domestic Violence 2021; Kyle Immanuel is a member of the Operation Encompass Working Group. Key themes from the Report were included.

The number of general Safeguarding cases has increased to 209 in October 2022, compared to 161 in September 2022. The total overall number of cases for October has also increased from 241 to 338; however, RH felt the number would start to drop over the next couple of months.

RH noted that the College has started the implementation of CPOMS StaffSafe software to help manage the Single Central Record and managers have already received training. RH would be carrying out his first check on the Single Central Record in January 2023.

RH
January 2023

RH stated that a lunchtime rota has been introduced for the College Management Team to catch / address any issue during the lunch period.

1B). GOVERNOR UPDATES / HORIZON SCANNING

DPa noted that a recent course that he had booked on did not have a link to join and warned other Governors to look ahead prior to course dates to make sure they have all the information.

WF asked if the increase in the cost of living has had any impact on student mental health. RH noted that the Leaders Unlocked Report has been discussed at the recent EDI Committee. The key findings included food poverty and lack of knowledge and understanding of basic financial skills. External speakers have been invited to the next EDI meeting. Feedback would be picked up through the Student Voice.

1B). GOVERNOR UPDATES / HORIZON SCANNING (continued)

ND noted that the cost of living payment made to staff had been well received.

Horizon Scanning

ND noted the following:

- Although the TEF is not mandatory for the College, this is being looked at by a consultant prior to submission.
- The FE Commissioner Roadshow had been interesting. The ONS review of classification of colleges had been discussed and many of the attendees were very upset about this. ND also noted that an Accountability Statement is now required.
- The Autumn Statement has been released and a letter prepared by the AoC would be sent out to Leeds MPs.
- ND is involved in a mentoring programme through the National Association of Women in Construction.
- LCB and Leeds 2023 are working with Construction Crafts on The Barn project which is being constructed and would be carried out over a 48-hour period in May 2023 as part of the year of culture.
- Five students had taken part in the SkillBuild final and the results would be announced on Friday.
- Dan Voke and Leora Wilson have both won Apprentice of the Year in their respective areas.
- LCB was runner up for the large training provider award at the Plastering Awards on Tuesday, which Steve Connell had attended.

ND
Dec. 2022

1C) REAPPOINTMENT OF TWO GOVERNORS FROM JANUARY 2023

KR stated that Caroline Meehan's and Sarah Wilson's terms of office would finish in December 2022. The Search & Governance Committee have recommended their reappointment for a further term.

The Board approved the reappointment of Caroline Meehan and Sarah Wilson as independent Governors, from January 2023 for a further 4 year term.

2. APOLOGIES FOR ABSENCE

Apologies for absence were received from Sarah Wilson, Caroline Meehan, Katherine Naisbitt and Steve Connell (Assistant Principal – Study Programmes).

3. DETERMINATION OF ATTENDEES / OBSERVERS

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

4. DECLARATIONS OF INTEREST

There were no declarations of interest.

5. MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting held on 11 October 2022 were approved as a true and accurate record. DPa noted that he had requested, under Any Other Business, that a report regarding our supply chain was brought to the Board each year.

**ND
Oct. 2023**

6. MATTERS ARISING

6.1 Ref Min 11 (22 March 2022)

Carried forward.

6.2 Ref Min 11 (22 March 2022)

Carried forward.

6.3 Ref Min 1a)

Actioned – student observing Corporation meeting on 22 November 2022.

6.4 Ref Min 6.3

Actioned – shared on 1 November 2022 and discussed on 15 November 2022.

6.5 Ref Min 7b)

Actioned – added to the document.

6.6 Ref Min 7d)

Actioned – this sits within the 2022/23 Safeguarding Development Plan and will be included in the Safeguarding Code of Professional Conduct (Safer working practice and associated procedures for Allegation Management). Within this, step one refers to the identifying and reporting of low-level concerns (near misses). From this, reporting lines are established and can be included into the Safeguarding update report.

6.7 Ref Min 7d)

Actioned – KR issued KCSiE to all Governors on 24 October 2022.

6.8 Ref Min 8

Actioned.

6.9 Ref Min 10a)

Actioned – a report of outstanding Smartlog training will be brought to the Board at the end of each term (first due in December 2022 meeting).

6.10 Ref Min 11

No feedback had been received.

6.11 Ref Min 16

Actioned. DPa and MSh contacted KR and both will join the P&R Committee in December 2022.

6.12 Ref Min 19

Actioned. KR sent the Calendar of Corporation Business for 2022/23 to DFC on 18 October 2022.

7. EQUALITY, DIVERSITY & INCLUSION ANNUAL REPORT 2021/22

RH stated that he had deferred this report until December. He had completely changed the report format, the first EDI Committee had only been held last week and RH wanted their input into the report. Figures from HR were also still required.

The Board noted the deferral of this report to the next meeting.

8. NORTH STREET – ACCOMMODATION STRATEGY

DP presented Item 8 (North Street – Accommodation Strategy). This had been discussed previously at the Governors Development Event.

The current Accommodation Strategy identifies a desire to relocate North Street along the same lines as South Bank 1 and 2. It is increasingly evident that this is not achievable. High value new build grants are no longer available, being replaced by small value grants. The cost of a new build would be around £55-£60m and this is not feasible. Land availability is also a key issue.

The Strategic Leadership Team feel that the Accommodation Strategy moving forward should be to invest in North Street. It is in a great location, workshops are sizeable and the recent refurbishment of North Street Reception and Learning Resource Centre reflects South Bank 1 and 2.

Realistically, borrowing more money would be reckless and saving up to replace North Street would stifle any refurbishment of North Street.

PN felt that a new build would be difficult due to lack of available land and grants, it would also put the College finances at risk.

DPa noted that land values are crashing and the value of North Street would not get us anywhere near a Phase 3 build.

MR noted the previous conversations about relocating North Street to South Bank but with Vastint acquiring all available land at South Bank this would not be possible. DP noted that students don't want to travel too far; SA agreed and noted that currently he needs to get two buses and would not want to travel any further.

DPa queried how the proposals would be progressed (ie aspirations versus reality). DP stated that the Strategic Leadership Team have discussed the next steps and it would be necessary to get an Architect involved in the project.

EA noted that the reports which accompanied this paper were very interesting to read. Redevelopment of North Street would be an exciting opportunity and great for the students. PN also felt that there would be opportunities for employers.

DP noted that recent roadworks around the College related to the Leeds PIPES Heating network project. This could be useful for the College and DP has expressed interest in the project with Leeds City Council.

8. NORTH STREET – ACCOMMODATION STRATEGY (continued)

DP noted that any work would be dependent on grants, however the College does set aside £1m of investable cash each year which could be utilised. It was agreed that a Task & Finish Group would be set up next calendar year to discuss the strategy. Tenders would need to be sent out for Architects.

DPa suggested that employers could be asked to sponsor some of the work.

SB stated that we do not want to lose the learning gained due to living through the recent developments. The College needs to be a visionary educationalist and ensure the building is future proofed.

RL felt that the College should emphasise the developments being carried out at North Street and hopefully this would help recruit staff. DP stated that any developments would benefit staff and students longer term.

DP agreed to update the Board on progress at each meeting.

DP
Ongoing

The Board approved the North Street Accommodation Strategy.

9. KEY PERFORMANCE INDICATORS (KPIs) FOR 2022/23

ND presented Item 9 (Key Performance Indicators for 2022/23). She explained that the KPIs have been updated and reduced for 2022/23 to indicators which pre-empt published KPIs, and those which are published data nationally. For example, attendance and progress against target grades help to identify individual student performance, before any impact on retention is seen.

DFC felt that ND's explanation on how the KPIs will be used was very helpful. The baseline indicators / informed judgement to show impact was good.

WF raised the question of how demographic groups would be measured. ND stated that underneath the headline figures, the KPIs would be reviewed for impact or patterns for different demographic groups such as ethnicity, gender, disadvantage etc. to ensure actions implemented are effective for all. This would be monitored by the EDI Committee.

DR felt that the KPIs were good and asked when the first update would be available. ND stated that an update would be given to the Board in January 2023.

ND
January 2023

RL noted that the KPIs only covered curriculum areas. ND stated that financial KPIs are covered by DP in his management accounts.

The Board approved the Key Performance Indicators for 2022/23.

10. SELF-ASSESSMENT REPORT AND QUALITY IMPROVEMENT PLAN

RH presented Item 10 - Self-Assessment Report (SAR) and Quality Improvement Plan (QIP). The full SAR and QIP was available on the Governors' Portal.

RH gave a presentation on key points from the SAR as follows:

10. SELF-ASSESSMENT REPORT AND QUALITY IMPROVEMENT PLAN

(continued)

- Outcomes for students – Education & Training (inc. GCSEs) – 2339 leavers, from which there were 1970 completers. Overall Retention was 84.3% (L1 86.9%, L2 85.1% & L3 77.9%). Of the 1970 completers, 1787 achieved. Overall Achievement was 77.3% (L1 80.4%, L2 81.5% & L3 73.8%).
- Final data (exc. GCSEs) – 1663 leavers, from which there were 1422 completers. Overall Retention was 85.5%. Of the 1422 completers, 1329 achieved. Overall Achievement was 79.9%.
- Apprentices – 762 leavers, of which 459 achieved, 291 withdrew and 12 completed the EPA but did not achieve. Overall Achievement was 60.2%. A breakdown by level was noted.

The Quality of Education was split into Intent, Implementation and Impact, with Strengths and Areas for Improvement for each one.

DFC noted the Area for Development, under Implementation, that stated “tutors currently have limited time to further improve their own personal development which may limit their potential to progress”. She felt that this should be considered as a leadership and management issue in the SAR. RH said that he would look at this.

RH
Dec. 2022

DFC felt that when reading the SAR she understood it was a wider issue of attendance rather than just Maths and English. She also felt that details of attendance should include previous data for comparison and the improvements from what to what.

DFC noted that an Apprenticeship is a job, not a career, and asked how the College is supporting / signposting Apprentices to wider career opportunities. It was acknowledged that Apprentices come with jobs and a balance was required with employers regarding such advice.

RH went through the QIP actions and outlined actions already taken.

The SAR has been graded Good overall, as agreed by the Strategic Leadership Team.

RH stated that students are RAG rated based on their starting points and have early access to marked work, enabling them to articulate how they are making progress. RH noted that the students who withdrew were Red RAG rated and lots of intervention was put in place to try and support them.

DFC stated that we need to understand where the issues / strengths are and suggested that the Educational Inspection Framework (EIF) indicator was included at the end of each action point to know if it was a leadership and management issue or a personal, social, development issue etc. She felt it would make easier reading if these were clustered. She offered to work with RH on this.

RH
Dec. 2022

DFC felt that data slides for Governors would be useful to help monitor progress etc.

10. SELF-ASSESSMENT REPORT AND QUALITY IMPROVEMENT PLAN

(continued)

LM noted that 200/250 Apprentices normally withdraw per year. Key reasons being leaving employer or being dismissed, cannot achieve the Functional Skills and leaving before the EPA is completed. He noted that we had 700 leavers and normally we have around 1200 Apprenticeship leavers, however 500 Apprentices are still in the EPA process (450 are predicted to achieve). He said that the EPA has added an artificial extension of 3 to 4 months in to the new academic year. LM emphasised that Apprenticeships are a complex and difficult process.

DFC noted that ESFA funding guidance for Apprenticeships suggests that reviews should take place every 12 weeks and should be tripartite in nature. This is an area of high risk for Apprenticeships and reviews (which need to be evidenced) should show if Apprentices are making progress.

RH stated that he had tried to be quite explicit in the QIP, including actions and what can be done to improve. An update on the QIP would be available in January 2023.

RH
January 2023

DFC congratulated RH on the SAR / QIP and appreciated the amount of work involved; she felt it was a good starter for 10. DR agreed with DFC and endorsed the amount of work involved. He felt that referencing it to the EIF would help.

PN asked if the SAR would be externally validated. ND stated that it would not this year. She did feel that a stakeholder perspective on the College would be useful at some point.

The Board approved the Self-Assessment Report and Quality Improvement Plan.

11. PROGRESS UPDATES (2022/23)

ND stated that she had nothing to highlight in relation to Study Programmes and Higher Education / Adults.

RH stated that his updates to date were in the presentations that he had already given.

LM stated that work on the processes / procedures for Apprenticeships is ongoing as he discussed at the September development day.

PN acknowledged that curriculum issues are becoming more and more important. ND confirmed it was important that Governors understand the curriculum issues.

The Board noted the progress updates.

12. UPDATE ON 2021/22 FINAL ACCOUNTS

DP stated that the accounts were nearly completed, with one or two areas to be finalised. There had been some issues with the Funding Audit (now resolved) and DP would meet with the External Auditors to discuss relationship issues.

12. UPDATE ON 2021/22 FINAL ACCOUNTS (continued)

DP stated that overall, it had been a good year. The issue with Apprenticeship Standards has not destabilised finances and Good financial health has been confirmed by the ESFA.

The Board noted the update on the 2021/22 Final Accounts.

13. BUDGET TIMETABLE 2023/24

DP presented Item 13 (Budget Timetable 2023/24).

The Board noted the Budget Timetable for 2023/24.

14. MANAGEMENT ACCOUNTS – SEPTEMBER / OCTOBER

DP presented the October 2022 management accounts and gave a brief overview.

Government grants are still being accrued on the budget. Once all learners are on the system, he felt that income would be higher than planned, however expenditure would also be higher.

DP stated that fuel contracts should be sorted by Christmas. Staffing is a key issue; recruitment and retention is very difficult. The pending pay award would also be challenging.

PN asked whether there was a significant risk regarding staffing issues and not being able to deliver. ND stated that this was being managed at the moment, but it is challenging. DP confirmed that there were currently vacancies across every area.

DP stated that Bank Covenants are easily being met as at Period 3. Apprenticeship numbers and income are currently Amber on the KPIs but once all enrolments were on the system these should turn to Green. HE numbers was Red as the Higher / Degree Apprenticeships numbers are no longer included here. AEB income is Amber as this is ongoing throughout the year.

DP noted that the Balance Sheet is strong and overall, we are in a good strong position at the moment.

DP noted the position with regard to Debtors and stated that the Finance Team are doing a great job in collection debts.

DP noted that the Foundation Living Wage needed to be modelled and this will create differentials on the career families. An update on HR would be given by J Wignall at the next meeting.

**JW
Dec. 2022**

MR raised the question of T Levels and whether there were any staffing implications. CT stated that we currently have one T Level group which is more challenging than the BTECs. However, we have highly qualified staff on the team who have the skills to deliver the T Levels. Moving forward some staff are approaching retirement and there could be some gaps. CT noted that the entry bar had been set higher for T Level students (Level 5); this was a true Level 5 and not based on CAGs / TAGs.

14. MANAGEMENT ACCOUNTS – SEPTEMBER / OCTOBER (continued)

DFC raised the question of Work Placements for T Levels. CT stated that an employer event had taken place recently, which was well attended, and employers had been presented with a planned timetable for Work Placements. The team are working closely with employers and also involving students. CT acknowledged that it will be a challenge to get all the Work Placements required.

DP reported that, as Governors were aware, the contractor on Phase 2 (Clugstons) had gone into administration during the project. The administrators have now made contact.

The Board noted the Management Accounts for October 2022.

15. LEEDS COLLEGE OF BUILDING GOING CONCERN

DP explained that the Auditors of the Financial Statements are required each year, as part of their audit programme, to consider whether the College is a 'Going Concern'. He said this was of vital importance and Governors understand that, from the day the accounts are signed off, all liabilities can be paid for the next 12 months.

DP stated that a prudent budget has been produced and the College has around £6m in the bank. No issues were noted with the budget. Apprenticeships are over target on numbers, which would mean more income but there would also be more expenditure, due to rising fuel / material costs etc. However, DP felt there were enough safety nets in place to ensure the College is a 'Going Concern'. In every respect the Strategic Leadership Team believe the College is a 'Going Concern'.

MSh confirmed that this had been discussed at the Audit Committee earlier and members agreed that the College is a 'Going Concern'. RL agreed that the External Auditors had looked at stress testing and they were comfortable with it.

The ESFA clawback of £501k was raised and ND noted that the ESFA have verbally stated that this could be paid back in three instalments. However, written confirmation is still required. DP stated that once confirmation was received he planned to put two thirds in long-term liabilities and one third in current liabilities. The External Auditor was not happy about this and would add a note in the accounts to this effect.

DPa noted that the Board does rely on the specialist knowledge of DP. DFC emphasised that no papers should be taken in isolation and Governors can challenge as appropriate. She said that Governors should be assured that the Strategic Leadership Team had given their assurance that the College was in a good financial position.

The Board approved the Going Concern report.

16. ESFA LETTER DATED 25 OCTOBER 2022 – REVIEW OF COLLEGE FINANCIAL FORECASTING RETURN

DP reported that the College had submitted the College Financial Forecasting Return (CFFR) to the ESFA. This has been reviewed by the ESFA and the appropriate assessment grade, based on our financial plan, is:

- Good for 2021/22 (the latest outturn forecast year), and
- Good for 2022/23 (the current budget year).

The financial dashboard is not yet available but NF had managed to download screen shots of the dashboard. The financial dashboard would be uploaded to the Governors' portal for information.

NF
28 Nov. 2022

PN congratulated the Strategic Leadership Team on the 'Good' rating.

The Board noted the ESFA letter.

17. RISK MANAGEMENT TERMLY REPORT

DP presented item 17 (Risk Management Termly Report). He noted that an exercise had been carried out and the number of risks has now reduced to 104; some risks have been deleted and some risks have been merged. He thanked NF for her work on this. Further work would be done to reduce the number of risks to 50 or 60 manageable risks, with 10 or so key priority risks to be focused on.

DP noted that an internal audit was carried out on Risk Management and Substantial Assurance was given, although the Auditor did comment that the College's approach to risk management is relatively 'documentation lite', it was however, culturally 'strong'.

The Board noted the Risk Management Termly Report.

18. AUDIT COMMITTEE ANNUAL REPORT 2021/22

KR presented the Audit Committee Annual Report which needed to be issued to the ESFA with the final accounts. The report had been considered by the Audit Committee and recommended to the Board for approval.

The Internal Audit Report on Learning Support Funding would be highlighted further in the report, as discussed at the Audit Committee, emphasising that it was not a funding risk but related to support for students.

KR
Dec. 2022

The Board approved the Audit Committee Annual Report, subject to the amendments noted.

19. GOVERNANCE SELF-ASSESSMENT REPORT 2021/22

KR presented Item 19 and confirmed that the Governance Self-Assessment Report for 2021/22 had been discussed with DFC and some amendments suggested, which KR confirmed had been actioned as appropriate.

PN thanked KR for this good piece of work. He noted that an Action Plan will be pulled together for January 2023.

KR
Jan. 2023

The Board approved the Governance Self-Assessment Report 2021/22.

20. IMPACT OF DECISIONS MADE ON STUDENTS, STAFF AND STAKEHOLDERS

PN noted that the SAR / QIP emphasised the impact on students through the Quality of Learning.

ANY OTHER BUSINESS

KR noted that the next Audit & Corporation meetings will take place on 13 December 2022 and all Governors were asked to attend the Audit meeting prior to the Corporation meeting so that everyone was there for the presentation and approval of the final accounts.

KR suggested that future meetings were held at North Street in Meeting Room 1 as the IT facilities were now permanently in place. Members agreed that this made sense.

PN stated that the key agenda items on 13 December 2022 would be the year end final accounts, EDI report, HR report and the Risk Management Policy.

DATE OF NEXT MEETING

The next meeting is scheduled for Tuesday 13 December 2022 - 4.00pm at North Street, Meeting Room 1.