

## LEEDS COLLEGE OF BUILDING

### CORPORATION MEETING

Minutes of the meeting held on Tuesday 11 October 2022 at 4.00pm, Classroom 3, South Bank 1 / Microsoft Teams.

#### PRESENT:

Peter Norris (PN) Chair  
Elaine Armitage (EA)  
Nikki Davis (ND)  
James Dunford (JD) (*from Item 1b*)  
Wasim Feroze (WF) (*attended via Microsoft Teams from 4.30pm*)  
Debbie Forsythe-Conroy (DFC)  
Rachel Lindley (RL) (*attended via Microsoft Teams*)  
Caroline Meehan (CM) (*attended via Microsoft Teams*)  
Katherine Naisbitt (KN)  
Michael Norton (MN) (*from Item 1b*)  
Derek Packer (DPa)  
Matthew Shields (MSh)  
Sarah Wilson (SW) (*attended via Microsoft Teams*)

#### IN ATTENDANCE:

David Pullein (DP) (Vice Principal – Finance & Resources)  
Brian Duffy (BD) (Assistant Principal – Adults & Higher Education)  
Rob Holmes (RH) (Assistant Principal – Quality & Student Experience)  
Karen Rolinson (KR) (Director of Governance)  
Nancy Fearnside (NF) (PA to Strategic Leadership Team)

ACTION  
BY AND  
TARGET DATE

#### 1a) APPOINTMENT OF A NEW GOVERNOR AND A NEW STAFF GOVERNOR

KR stated that nominations had been sought during summer for a Staff Governor. Three nominations were received and following a vote by non-academic staff, Michael Norton (IT & Learning Resource Manager) was duly elected. The S&G Committee recommend that the Board accept this appointment.

KR reported that a Student Governor was yet to be recruited. ND noted that four students had attended the recent HE Strategic Employer Forum and two of these could be potential Governors; she was progressing this.

ND  
22 Nov. 2022

KR stated that Governors had identified that there was a skills gap amongst the Board for someone with schools and / or careers experience and an application had been received from James Dunford who is Senior Assistant Principal at Carr Manor School. He has a broad range of experience and connections with the Leeds Learning Alliance. An interview took place on 3 October 2022 with a panel of S&G members (PN and ND) and KR. The S&G Committee have discussed this application and recommend that the Board approve the appointment of James Dunford as an independent Governor.

**The Board accepted the appointment of Michael Norton as Staff Governor and approved the appointment of James Dunford as an independent Governor, both would be appointed on a four-year term until October 2026.**

MN and JD joined the meeting at this point and introductions were made.

**1b) CHAIR, SUB COMMITTEE CHAIRS & SAFEGUARDING GOVERNOR UPDATE**

**Search & Governance**

DPa noted that the S&G Committee had met prior to the Board meeting and a healthy discussion took place. The Chair was absent due to illness and therefore PN had chaired the meeting. The appointment of a Vice Chair for S&G was deferred until the next meeting. CM and SW were both recommended to the Board for reappointment for a second term (from January 2023). As noted above MN and JD had now joined the Board. The Appointment, Re-appointment & Removal of Governors Procedure, Scheme of Delegation and Role Descriptions & Person Specifications were all approved. The diversity of the Board and the College's current search methods were discussed, and it was felt there was room for improvement.

DPa stated that the Student Governor role had been discussed, together with how to attract the right person. Suggestions included producing a short video regarding the role, providing a Governor buddy etc.

A debate also took place regarding how the College could sell itself to Board members and find better ways to search for potential Governors.

**Safeguarding**

CM noted that an update was included under Item 7d). RH was her SLT link and catch ups termly would take place. She was very confident the College is in good hands and tracking systems are in place. DFC said she had met with Daniel Grimes who confirmed the single sex group focus groups were happening.

**1c). GOVERNOR UPDATES / HORIZON SCANNING**

PN and ND advised Governors that they had met with local Labour MP Alex Sobel. CM had also attended. The issues the College are facing were made known to the MP and a future follow up will be made. ND noted that Rachel Reeves MP is also visiting the College on Thursday 1 December at 2pm if any Governors wished to attend.

PN noted that the Governors' Development event had taken place on 27 September. EA stated that it was a very good day and she had got a great deal out of it. SW agreed that it was a very good day, the presentations were good and the team working of the SLT was fantastic. Both felt that the event had been very positive and worthwhile. PN stated that the notes from the day had been sent out and were also on the Governors' Portal and asked Governors who hadn't attended the development event to read these documents.

PN noted that the Award Ceremony had taken place on 15 September. The event had gone very well and good feedback had been received.

ND noted that qualification reviews were taking place but it was too early to report on these at the moment.

**1c). GOVERNOR UPDATES / HORIZON SCANNING** (continued)

**Principal & CEO update**

ND stated that she was looking at how the College engages with Funding Agencies regarding funding rates, bureaucracy etc. Apprenticeship rates have not changed for several years. 16-18 funding has increased but more hours have been added to the programmes. Energy costs will be increasing which is a key issue for the College. She had attended the recent WY Principals' dinner with the Mayor and adult funding was discussed. A meeting took place earlier this week with Jill Nicholls from IfATE which had been a useful meeting.

ND stated that she was a member of the Chamber Leadership group and LSIPs were being progressed. Leeds 2023 year of culture event was taking place and the College will be involved in a surprise event in May 2023. ND also noted that she had been asked to present at an FMB panel event in November.

DFC noted in relation to Ofsted and LSIPs that meeting local / regional and national skills needs would be looked at and that a judgement of limited / reasonable / strong would be given and this is something that she had discussed with Daniel Grimes, Quality Improvement Manager in her Governor link meeting.

**2. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Mark Roper, Simon Bray, Dave Russell, Steve Connell (Assistant Principal – Study Programmes) and Liam Mogan (Assistant Principal – Data & Employer Engagement).

**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 12 July 2022 were approved as a true and accurate record.

DP gave an update on the funding issue raised at the previous meeting. The £501k has been accepted by the College and ND has written to the ESFA asking if the College could pay this over three years. DFC queried how ATL had been set up and DP confirmed that the liability lies with the College. MS queried the figure in the accounts and DP confirmed that the worst-case scenario has been factored into the accounts and he had spoken to the External Auditors regarding this.

**6. MATTERS ARISING**

**6.1 Ref Min 11** (22 March 2022)

Carried forward.

**6. MATTERS ARISING** (continued)

**6.2 Ref Min 11** (22 March 2022)

Carried forward.

**6.3 Ref Min 1.2** (17 May 2022)

Actioned – DFC/KR met to discuss on 30/08/22. KR would share the draft Self-Assessment Report with DFC before the November Board meeting.

**KR  
Nov. 22**

**6.4 Ref Min 1.2** (17 May 2022)

Governance Audit in internal Audit Plan for w/c 24/4/23. External Review to be arranged for Autumn 2023.

**6.5 Ref Min 15** (17 May 2022)

Actioned – targets will be provided on the final document.

**6.6 Ref Min 1.7**

Actioned – letters sent.

**6.7 Ref Min 8**

This will be discussed at a SLT meeting in the future. DP reported that he and ND had met with the recognised union representatives and mentioned the pension idea; they appreciated that we are in difficult times.

**6.8 Ref Min 8**

DP reported that a non-consolidated payment was discussed with the recognised unions and they appreciated this offer. The SLT have agreed that a £400 cost of living payment will be made to all staff in October. The Board supported this payment to staff.

**6.9 Ref Min 9**

Actioned. A paper was being presented regarding this under Item 13.

**6.10 Ref Min 12**

A Termly Report will be brought to the Corporation.

**6.11 Ref Min 13**

Actioned – Policy updated.

**6.12 Ref Min 13**

Noted for two-year programme.

**6.13 Ref Min 16b)**

Actioned.

**6.14 Ref Min 22**

Ongoing – DFC & KR met to discuss on 30/08/22.

**6.15 Ref Min 22**

Actioned – KR & WF discussed on 31/08/22.

## 7. SAFEGUARDING

### 7a) Safeguarding Children & Vulnerable Adults Policy 2022/23 and Development Plan

RH presented Item 7a) and gave a brief overview. The Executive Summary outlined the key changes. DFC noted that child-on-child abuse had been included in the Policy.

**The Board approved the revised Safeguarding Children & Vulnerable Adults Policy 2022/23 & Development Plan.**

### 7b) Safer Recruitment Policy

RH presented Item 7b) and gave a brief overview. The Policy has been updated for 2022/23 but does not currently include forms and checklists, which are being developed in conjunction with HR and College managers and should be ready mid-November.

The question of DBS checks was raised and ND confirmed that these are normally carried out once on initial start. This had been raised at a recent Safeguarding issue meeting and would be looked at again. ND noted that previously sampling had been carried out annually. An on-line checking system is currently being looked at and the whole process will be reviewed. ND confirmed that DBS checks are also carried out on Governors.

EA raised the question of safer recruiting of contractors. RH would add to the document through the appendices which are currently being added.

RH  
Nov 2022

**The Board approved the revised Safer Recruitment Policy 2022/23.**

### 7c) KCSiE (Safeguarding Annual Report) 2021/22

RH presented Item 7c) and gave a brief overview. RH stated that the Report did not yet include the Learning and Development data from HR; this would be included when available.

RH noted that 69 Study Programme and Apprenticeship groups took part in the Safeguarding tutorial. Moving forward he would include how many of the College population took part and include a comparison from the previous year. Details of how students received this information if they did not take part would also be included.

RH noted that 2,025 students took part in the Preparing for Life in Modern Britain programme. Again, moving forward, a target would be included, together with the impact and how it's measured.

RH felt that lots of statements were not closed off and moving forward more detail would be included.

SW noted that safeguarding cases had increased to 422 (up from 341). It was acknowledged that this could be due to the impact of COVID. She queried how this compared to the national picture.

**The Board noted the KCSiE (Safeguarding Annual Report) 2021/22.**

**7. SAFEGUARDING** (continued)

**7d) DSL Update for SLT / Governors**

RH presented Item 7d) and gave a brief overview. The 242 cases noted in September were not all new ones, some were carry-overs. More detail would be available moving forward and would give a much clearer picture.

PN asked how Governors would know if there had been any 'near misses' in relation to safeguarding. RH stated that all details are recorded on CPOMs. RH agreed to update Governors at the November meeting.

**RH  
22 Nov. 2022**

WF noted that the cost of living crisis would impact on mental health issues and asked how prepared the College was for these rising over the next couple of months.

ND responded that regular meetings are held with managers and all designated Safeguarding Officers have regular meetings with the College's Equality, Inclusion & Safeguarding Manager. ND noted that Warm Banks had been discussed and what this could mean for our students. RH stated that the College has its finger on the pulse of key issues.

DFC queried whether there had been a breakdown of such incidents to understand whether they were due to low level mental health issues.

RH reported that Friday afternoon CPD sessions have been timetabled across College and these sessions could be used for bite size hits as appropriate.

All staff need to read and understand the Keeping Children Safe in Education (Part 1) and Annex B. PN stated that Governors also needed to be aware of KCSiE and KR would action this. DFC stated that this would help Governors to challenge as appropriate.

**KR  
Oct. 2022**

**The Board noted the DSL Update for SLT / Governors.**

**8. EQUALITY, DIVERSITY & INCLUSION – EQUALITY OBJECTIVES**

ND presented Item 8 (Equality, Diversity & Inclusion Statement) and gave a brief overview.

WF felt that the statement was strong but did not include much about the impact on the community and valuing / celebrating differences. ND suggested this could be included within stakeholders. WF also noted that the statement didn't mention multiple protected characteristics and intersectionality and would like to see these aspects included. DFC queried what analysis / measurement there was regarding white working-class boys, given the demographic of the College and the low attainment of this group and whether it could be measured. DFC said assurances for children and vulnerable adults should be included and ND would add to the statement.

ND stated that the statement would be shared with CLT to ensure understanding and wider practice across the College.

Members queried how a student would raise an issue. ND stated that information is given to students during tutorials. A button on the website (Click here for help) is being looked at; this would show various options and signpost students to the right areas.

**8. EQUALITY, DIVERSITY & INCLUSION – EQUALITY OBJECTIVES** (continued)

ND confirmed that EDI updates would be given to the Board by RH three times a year.

WF emphasised that we need to continue to challenge behaviour and the responsibility is also on individuals, not just the organisation. RH noted that behaviour management relates to all staff and reference to the Behaviour Blueprint could be included

RL felt the statement was good and specific. She asked what the Board are likely to see and how it would be monitored / measured. ND would look at triangulating this, ascertain how it could be measured and ensure there were no gaps. RH felt that an implementation plan was needed to get effective outcomes.

**The Board approved the Equality, Diversity & Inclusion Statement, subject to the suggestions / amendments noted above.**

ND  
Oct. 2022

**9. FINANCE**

DP presented Item 9 and gave a brief overview

**9a) Financial Regulations**

Changes were tracked and include the addition of the Assistant Principals to the Bank Mandate and higher limits have been set.

**The Board approved the revised Financial Regulations.**

**9b) Anti-Fraud & Bribery Policy**

Minor changes were highlighted, which were due to the new structure.

**The Board approved the revised Anti-Fraud & Bribery Policy.**

**10. HEALTH & SAFETY**

**10a) Health & Safety Policy**

The changes had been tracked and related mainly to the new structure.

EA asked how H&S training was tracked. DP stated that training is done via 'Smartlog' and if staff have not completed the training a report is sent to their line manager to follow up. If staff do not pass then they must undergo training. DFC felt it would be helpful for Governors to receive assurances or a copy of the training log for all mandatory training, ie Safeguarding, H&S, E&D, and where staff were not complying, what action was being taken. DP would look into this.

DP  
Nov. 2022

PN queried the deleted responsibilities under the Estates Manager section and asked whether these had been reallocated elsewhere in the document. DP agreed to investigate.

DP  
22 Nov. 2022

The question of health and well-being was raised. DP confirmed that this is included in the HR Strategy for staff. KR said that this was included in the Safeguarding Policy and the Equality & Inclusion Policy.

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

**10. HEALTH & SAFETY** (continued)

**10b) Health, Safety & Environment Annual Report 2021/22**

DP stated that the report included data from the last five years for information. Improved training of risk assessment control measures to students has had a positive impact on the safety culture within workshops and a significant reduction was seen in accidents involving splashes to eyes.

Governors queried the environment aspect of the report. KR reminded the Board that the 'Code of Good Governance' now included a new section relating to sustainability and Governors needed to ensure action was being taken in relation to this.

**The Board noted the Health, Safety & Environment Annual Report 2021/22.**

**11. SOCIAL RESPONSIBILITY REPORT / COMMUNITY ENGAGEMENT STATEMENT**

ND noted that the College does not currently have a Social Responsibility Report. She had shared an example on the Governors' Portal. This could be used as a vehicle where we could include other reports and a publication to share with stakeholders. ND asked for Governors' feedback on this.

Govs.  
1 Nov. 2022

**12. ASSISTANT PRINCIPAL PRESENTATIONS**

PN stated that if any Governor had any questions on the presentations given by Assistant Principals at the Governors' Development Event on 27 September, they could send these direct to the Assistant Principals or ND and copy KR in. The presentations are available on the Governors' Portal, together with the notes, and PN encouraged members to look at these.

**13. COLLEGE LOAN**

DP presented Item 13 (College Loan) and gave a brief overview. Investments had previously been discussed and approved by the Board and MS had suggested the College could pay off some of the bank loan. Interest rates are currently 4.25% and rising, with investment income at 2%.

DP stated that we will need to protect our financial health rating and retain funds for refurbishments etc. The recommendation from SLT is that the College pays off £1.2m from the loan once the loan renegotiation is complete.

**The Board approved the payment of £1.2m off the loan.**

**14. REGULARITY SELF-ASSESSMENT QUESTIONNAIRE (2022-23)**

DP provided a background to Item 14 by confirming that the External Audit forms three parts: a funding audit, an audit of the College Accounts which is taking place in College currently, and the Regularity Audit which tests if the College has expended College funds appropriately. The Regularity self-assessment questionnaire contains a standard set of questions and is carried out every year. This must be approved by the Board for signature by the Chair and Principal (as Accounting Officer).

**The Board approved the Regularity Self-Assessment Questionnaire for signature by the Chair and Principal.**



**15. JUNE 2022 MANAGEMENT ACCOUNTS AND VERBAL UPDATE ON DRAFT YEAR END (UNAUDITED) ACCOUNTS 2021/22**

DP stated that the forecast outturn in June 2022 was (£168,00). The amount reported to the auditors in the accounts is (£433,000), which includes the FRS102 staffing costs and the cost of living payment discussed at the July Corporation. When these are taken into account the College performed slightly better than the June prediction.

PN queried the energy costs. DP noted that the increase in costs is having more impact on the College as the favourable three-year contract is coming to an end. He is currently negotiating a new contract for gas supplies and stated that any new contract would need to be agreed on the day the quote was received as prices would not be held. This would be agreed under Chair's Action and subsequently reported to the Board.

**The Board noted the June 2022 Management Accounts and the verbal update on the draft Year End (unaudited) Accounts 2021/22.**

**16. PERFORMANCE & REMUNERATION COMMITTEE ANNUAL REPORT 2021/22**

KR presented the Annual Report from the Performance & Remuneration Committee, which is a requirement of the AoC Senior Post Holders Remuneration Code.

PN reported that the P&R Committee have agreed to add a further member to its membership and therefore are looking for a volunteer to join the P&R Committee; meetings are held twice a year (December and July) prior to the Audit & Board meetings. If anyone was interested they should contact KR.

Govs.  
Oct. 2022

**The Board noted the Performance & Remuneration Committee Annual Report 2021/22.**

**17. SEARCH & GOVERNANCE COMMITTEE ANNUAL REPORT 2021/22**

KR presented the Annual Report from the Search & Governance Committee. This is a new report and whilst it is not a statutory requirement the S&G Committee felt it was appropriate to produce an annual report for the Board in line with the other sub-committees of the Corporation.

The report outlined what had been considered by the S&G Committee during 2021/22. It included details of attendance and KR noted that overall attendance for LCB was 82%, compared to the benchmark average of 82.35%.

Details of development participation by Governors was detailed in the report. KR would be happy to see more participation taking place, attendance at one or two external events a year per Governor would be good.

**The Board noted the Search & Governance Committee Annual Report 2021/22.**

## 18. REVIEW OF 2021/22 CONFIDENTIAL ITEMS

KR presented a paper regarding confidential items from the Board and Committee meetings in 2021/22. It was recommended that papers were retained.

**The Board approved the retention of confidential minutes from the Corporation Meetings of 14 December 2021 (Item 8), 18 February 2022, 22 March 2022 (Item 11), 17 May 2022 (Item 9) and 12 July 2022 (Item 7) and retention of confidential Performance & Remuneration Committee minutes and papers of 14 December 2021 and 12 July 2022.**

## 19. SCHEME OF DELEGATION

KR presented Item 19 (Scheme of Delegation) and gave a brief overview. This is a new document that she has pulled together following discussion and recommendation at the last S&G Committee meeting on 7 June 2022.

DFC asked if there was a business cycle for governance which would detail when they could expect to receive quality related reports, such as student voice, receipt of SAR, enrolment data, attendance data, risk management (those learners at risk of leaving), partnership activity including quality overview etc. DFC would also like to see the QIP at each meeting. RH will give an update at each Board meeting.

RH  
22 Nov. 2022

The S&G Committee have recommended the Scheme of Delegation to the Board for approval.

**The Board approved the Scheme of Delegation.**

## 20. IMPACT OF DECISIONS MADE ON STUDENTS, STAFF & STAKEHOLDERS

DFC stated that Governors should query what the impact is if necessary. DFC also stated that in her opinion decisions made today related to our students, staff and stakeholders.

PN stated that feedback from his Chair's review stated that Governors would like an idea of issues that were coming up in the future. PN reported that three key areas would be considered at the November Board meeting:

1. Governance Self-Assessment
2. College Self-Assessment
3. Estates Strategy following discussions at the Governor Development Event

### ANY OTHER BUSINESS

DPa had requested that PN raised an item at the Governors' Development Event regarding the need for a better understanding of our supply chain. ND stated that work is being progressed on this, including how to prepare for any downturn, wider stakeholders, managers & who's talking to who, if not working with any key stakeholders find out why, repeat business, attracting a wider diversity etc.

BD noted that an Employer Advisory Board (Transport Planning) is held by the College and well attended by key employers.

**ANY OTHER BUSINESS** (continued)

PN noted that this was Brian Duffy's first, and last, attendance at the Board as he was retiring at the end of this month after 15 years at the College. On behalf of the Board PN thanked BD for his valuable contribution to the College and the impact he has had on HE in particular.

BD thanked PN and noted that he has worked with a brilliant team of staff and they have had great success with the students. He had thoroughly enjoyed his time at the College.

ND reported that BD's post had been advertised and approximately 15 applications were received. Five had been shortlisted for interview (four external and one internal). Interviews would take place on Friday 21 October 2022.

**DATE OF NEXT MEETING**

The next meeting is scheduled for Tuesday 22 November 2022 - 4.00pm at North Street, Meeting Room 1.