

# LEEDS COLLEGE OF BUILDING

## CORPORATION MEETING

Minutes of the meeting held on Tuesday 12 July 2022 at 3.45 pm, Meeting Room 1, North Street / Microsoft Teams.

### PRESENT:

Peter Norris (PN) Chair  
Mark Roper (MR) Vice Chair  
Elaine Armitage (EA) (*attended via Microsoft Teams*)  
Simon Bray (SB)  
Claire Chadwick (CC) (*attended via Microsoft Teams*)  
Wasim Feroze (WF) (*attended via Microsoft Teams*)  
Rachel Lindley (RL) (*attended via Microsoft Teams*)  
Caroline Meehan (CM)  
Derek Packer (DPa)  
Dave Russell (DR)  
Matthew Shields (MSh)  
Derek Whitehead (DW)  
Sarah Wilson (SW) (*attended via Microsoft Teams*)

### IN ATTENDANCE:

David Pullein (DP) (Vice Principal – Finance & Resources)  
Nikki Davis (ND) (Vice Principal – Teaching, Learning & Quality)  
Karen Rolinson (KR) (Governance Adviser & Clerk to the Corporation)  
Nancy Fearnside (NF) (PA to Executive Team)

**ACTION  
BY AND  
TARGET DATE**

## 1. CHAIR'S AND GOVERNORS' COMMUNICATIONS

- 1.1 PN noted that the Search & Governance Committee met on 7 June 2022. A number of items were reviewed and approved; these were included on the Board agenda under Items 19 to 22.
- 1.2 MR noted that the Performance & Remuneration Committee met earlier in the day and the meeting had gone very well.
- 1.3 MR noted that the Audit Committee had met earlier in the day. Key items discussed and approved were the Internal & External Audit Plans and the extension of the internal auditors appointment for a further year.
- 1.4 PN reported that all 1:1 reviews with Governors were booked in weeks commencing 18 and 25 July 2022.
- 1.5 ND reported that all Assistant Principal posts had been filled; three were internal appointments with one external, Rob Holmes (Quality & Student Experience).
- 1.6 ND stated that more information on EDI would be given at the Governors Development Day. Terms of Reference and EDI objectives had been agreed at the first meeting. An Action Plan would be shared with Governors in September.

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

- 1.7** DW reported that the Regional SkillBuild competitions had been held at the College in June 2022. Eight disciplines were represented and 23 students from LCB were involved in all eight disciplines. Five of the students secured places in the National competitions at Edinburgh College week commencing 14 November 2022, these were:

Joshua Easton, Kyran Sharlotte and Aeron Murray (Roof Slating & Tiling), Zara Dupont (Dry Lining Systems) and Aaron Brady (Wall & Floor Tiling). Letters of congratulation would be sent on behalf of the Governors & Senior Management Team.

**DW/PN  
18 July 2022**

- 1.8** DW reported that, following an assessment on Friday 8 July 2022, the College has been awarded the Cyber Essentials Plus; this gave good assurance against possible cyber attacks etc. He congratulated M Norton, C Grimley and the IT team.
- 1.9** DW reported that he had met with Alex Burghart MP via a Teams call and they had discussed defunding of BTECs, staffing/recruitment issues mainly due to the College's inability to compete with industry/schools and lack of Government funding for colleges.
- 1.10** DW thanked SW for attending his retirement presentation on 8 July 2022.
- 1.11** KR stated that the Governors' Development Day is taking place on 27 September and would start with lunch at 12.30pm; she hoped everyone would be able to make this in person as it was not possible to facilitate online attendance. It is being held at Shine, Harehills Road, Leeds, LS8 5HS.

**2. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Debbie Forsythe-Conroy, Katherine Naisbitt and Oliver Harding-Jeans.

**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**

KR noted that the following comments from DPa had been omitted from the 17 May 2022 minutes:

DPa noted that he was originally linked with Meena Bailey and more recently with John Clancy. He said that it was difficult initially to meet with John due to Covid restrictions and John was very busy, but he had been able to speak to him on the phone and had been into College. DPa reported that he had been into some classes and understood that John has a cross section of students that he is responsible for.

## **5. MINUTES OF THE PREVIOUS MEETING**

He also spoke to members of staff, and one had stated that DPa was the first Governor he had met. DPa felt that it was important for Governors to be seen in College and speak to staff as well as students.

The minutes of the meeting held on 17 May 2022 were approved as a true and accurate record.

## **6. MATTERS ARISING**

### **6.1 Ref Min 21** (16 November 2021)

Actioned - Item 13 on the agenda.

### **6.2 Ref Min 8a)** (22 March 2022)

Actioned – brief update regarding progress under Item 1 on the agenda. EDI objectives to be placed on Governor Portal and EDI on agenda to be discussed fully at Governor Development session on 27 September 2022.

### **6.3 Ref Min 8a)** (22 March 2022)

Actioned – Item 12 on the agenda.

### **6.4 Ref Min 10** (22 March 2022)

Actioned.

### **6.5 Ref Min 11** (22 March 2022)

Carried forward.

### **6.6 Ref Min 11** (22 March 2022)

Carried forward.

### **6.7 Ref Min 15** (22 March 2022)

Actioned – Items 13 & 14 on the agenda.

### **6.8 Ref Min 1.1**

Actioned – letters sent.

### **6.9 Ref Min 1.2**

Carried forward.

### **6.10 Ref Min 1.2**

Carried forward.

### **6.11 Ref Min 1.3**

Actioned – Governors notified of when reviews will take place and by whom. Individual performance templates issued 20/6/22.

### **6.12 Ref Min 1.3**

Actioned – Chair's review template issued to Governors & Executive Team 13/6/22.

### **6.13 Ref Min 1.5**

Actioned – communicated under Chair's Communications (Item 1).

**6. MATTERS ARISING** (continued)

**6.14 Ref Min 7**

Actioned – Item 9 on the agenda.

**6.15 Ref Min 9**

Actioned – Item 8 on the agenda.

**6.16 Ref Min 10**

Actioned – KR contacted DPa on 15/6/22 to ascertain his availability.

**6.17 Ref Min 10**

Actioned.

**6.18 Ref Min 11**

Actioned – Governor Links identified by ND & KR on 14/6/22 (Item 13 on the agenda).

**6.19 Ref Min 11**

Actioned – Item 13 on the agenda.

**6.20 Ref Min 12**

Actioned – feedback provided under Item 14 on the agenda.

**6.21 Ref Min 15**

Carried forward.

**7. MANAGEMENT ACCOUNTS MAY 2022**

DP presented the Management Accounts for May 2022. College cash balances and the Balance Sheet are strong and the Statement of Comprehensive income is in a good position as at Period 10.

PN asked why the Debtors figures on the Balance Sheet were not the same as the Debtors Report. DP stated that the Debtors Report only shows Trade Debtors whereas the Balance Sheet includes all Debtors.

RL queried the variance on Full Time and Part Time teaching staff expenditure and asked if this was due to recruiting less students and struggling to appoint staff. DP stated that part-time hours had been looked at and the allocation had been over budgeted. This has been adjusted in next year's budget.

DR raised the question regarding increased taught hours for next year. ND confirmed that the College is focusing on delivering these through English / Maths and tutorials.

**The Board noted the Management Accounts for May 2022.**

**Private and Confidential Item**

See attached minute.

## 8. BUDGET AND 3 YEAR FINANCIAL PLAN

DP gave an overview of the Financial Plan for 2022/23 – 2023/24. Funded 16-18 student numbers for next year was 996, increasing to 1,200 in 2024/25. The College is in a strong position overall regarding Apprenticeships. The AEB budget was devolved to the Combined Authority last year and the base year used for allocations was a very poor year for the College and the allocation is around £500k down on 2020/21.

The employer's rate for Teachers Pensions has increased dramatically but has been mitigated by the ESFA funding this rise until July 2024.

A 2% pay award has been built into 2022/23 and 2023/24; this will be reviewed at the appropriate time and any pay award will be based on the College's ability to pay.

End Point Assessments continue to be a risk for the College and the budget in 2022/23 is £918,000.

Investment in the College's estates are continuing with the success of various capital fund bids.

A budget needs to be set to ensure there is sufficient cover for the Bank Covenants.

The SOCI, Balance Sheet, Financial Health Score and KPIs were noted. A number of Risks and Opportunities were included in the commentary.

MR noted that changes within the Government were imminent, and priorities may change. SW noted that householders have been helped by the Government recently and asked if this extended to the Education sector. DP noted that the AoC are continuing to lobby the Government but he was not optimistic that any help would be available.

Governors asked about communications to staff during these challenging periods. DW stated that we do share concerns / issues with staff and KPIs are shared with them at the beginning of the year via SMT colleagues, CMT and College updates. Student numbers and retention details are sent out regularly. Curriculum Teams monitor expenditure very well and we have good relationship with the Joint Unions. Pay rises are based on affordability. ND stated that she had met with the majority of curriculum / support teams recently. Students who require support are given this. The Senior Management Team have been completely open and transparent with staff.

SB felt that this is the best College in the country to work at; he stated that it is not just about money but also the terms and conditions offered. Some staff are asking whether they should go back into industry. SB noted that the % of staff against income has gone down and this could be interpreted as investing less in staff. DP emphasised that the pressure on non-pay expenditure is very high.

DPa asked if the demand on recruitment was high in other organisations, not just the FE sector. DW noted that recruitment is a national issue and unfortunately FE cannot compete with industry on salary levels. The worst areas for colleges to recruit in are Construction / Engineering and AoC are lobbying the Government, together with various national groups we are members of.

8. **BUDGET AND 3 YEAR FINANCIAL PLAN** (continued)

DR noted that staff costs were high compared to the sector; DP stated that this was due to the nature of the work we do in terms of workshop and support staff.

EA understood the difficulty in keeping staff; some of her Admin (lower paid) staff have opted for a basic pension to keep the pension contributions lower. DP noted that the College did look at this previously but the Joint Unions were not happy about it at that time, but this could potentially be looked at again.

DP  
October 2022

KR reminded Governors that during their last meeting in May they discussed that if a good result was achieved at the end of the year a sum could be looked at for a non-consolidated pay award. All agreed that if this was possible and affordable then we should pay a non-consolidated pay rise linked to 2021/22 academic year. DP also stated that it had been agreed previously that if it was affordable a further pay award would be considered and backdated as appropriate in the autumn term.

DP  
October 2022

**The Board approved the Budget as presented and approved the Executive Team to pay staff a non-consolidated pay award for 2021/22, subject to the amount not breaching bank covenants or not retaining “good” financial health as defined by the ESFA.**

9. **INVESTING SURPLUS FUNDS**

DP stated that there are significant cash balances in the bank and previously the College has made significant income from investments. The Treasury Management Policy, previously approved by the Board, was attached for information. This outlined that a maximum of £1m could be invested with any one institution.

This had been discussed at Audit Committee and MSh had suggested that rather than investing the money, it could be used to pay back the interest on the loan. A further discussion would take place at the Development Day on 27 September 2022.

DP  
27 Sept. 2022

**The Board agreed that surplus funds could be invested on the money market.**

10. **IMPLICATIONS OF ONS REVIEW OF CLASSIFICATION OF COLLEGES**

DP noted that the Office for National Statistics (ONS) are currently reviewing the classification of colleges with a view to bringing them into the public sector. A decision was due late September 2022.

DP felt that this would result in a lack of control over our own destiny, borrowing would not be allowed, and year ends would also change.

**The Board noted the implications of the ONS review of classification of colleges.**

## 11. REVIEW OF SENIOR POST HOLDER PROCEDURES

### 11a) **Disciplinary Procedure & Grievance Procedures**

JW informed the Board that she had reviewed the Senior Post Holders Disciplinary and Grievance Procedures and no amendments were proposed. These procedures had been discussed at Performance & Remuneration Committee and recommended for approval by the Board.

**The Board approved the reviewed Disciplinary & Grievance Procedures for Senior Post Holders.**

## 12. PEOPLE STRATEGY

JW presented the new People Strategy for the period 2022/23, ie one year only. DW noted that JW had done a good job in pulling this together.

RL echoed this and stated that the People Strategy was really easy to read. She noted that there are 32 actions which seems a lot and queried how these would be prioritised. JW agreed that it was an ambitious strategy, some things are already monitored and she emphasised that it is a working document and was flexible and fluid.

RL asked how Governors could monitor this and how the Board could help. It was agreed that an Action Plan would be prepared which could be monitored by the Board.

DP  
Termly

WF asked if consultation on the People Strategy had taken place with staff; JW stated that no consultation had taken place. The People Strategy would be communicated internally via the College Intranet. WF asked if there were any plans to communicate this externally. JW stated that the People Strategy could be put on to the College website.

Governors asked how this would be measured with staff. JW stated that the People Strategy was reflected in the Progress & Welfare Meetings between staff and managers. DR stated that it is important to measure the impact of the People Strategy.

**The Board approved the People Strategy for 2022/23.**

## 13. STUDENT VOICE POLICY / ROLE OF LINK GOVERNOR

ND presented Item 13 (Student Voice Policy). The Quality Improvement Manager has been working with colleagues to design a new methodology for gaining and using student feedback. The revised Policy removes SPOC surveys, which have been replaced by short KPI questions, reported on termly. Students need to be talked to directly and more often. Focus groups with various student groups will be managed by the Quality Improvement Manager with regular reporting back to SLT.

The revised Link Governor process was attached for information, together with the feedback form.

DR felt the Policy was comprehensive and ambitious. He noted that parent focus groups were planned and questioned how these would work. He noted that there was a reference to BAME in the Policy which should be amended.

ND  
August 2022

13. **STUDENT VOICE POLICY / ROLE OF LINK GOVERNOR** (continued)

DPa felt that this was a valuable piece of work. He stated that communication with students has been a challenge and felt that the Link Governor programme should run over two years to enable relationships to be developed. ND was happy with this and would implement. DPa suggested Governors spent a day with the students, however ND felt that this was a step too far.

ND  
August 2022

MR agreed with DPa's comments. He asked if there was anything we could do regarding the Student Governor role. ND agreed that this was a challenge. DW stated that the student involvement in the Senior Post Holder recruitment process had worked well and suggested that more than one person could be involved. KR stated that the College needed to meet the requirements of the Articles & Instruments.

CM suggested using an online forum so student could communicate with each other, with comments being captured; this is a platform that students are familiar with. DPa asked if Governors would be involved in this; it was noted that this would be for staff and students. RL agreed that from a student's perspective this was a good idea.

EA suggested that students could be involved in specific targeted areas, not all students would be interested in every area.

SW suggested that two students who know each other could be invited to join the Board. This could be promoted as a good addition to CVs.

Governors asked how this would be launched to staff and students. ND stated that work was progressing on appointing Course Reps for 2022/23 and the Student Voice Policy would be placed on the Students portal.

**The Board approved the Student Voice Policy and the role of Link Governors.**

14. **STRATEGIC PLAN ANNUAL KPI's AND PERFORMANCE MANAGEMENT UPDATE**

DW presented Item 14 which gave an update on progress against the Strategic Plan and Annual KPI's, together with the Performance Management Report.

**The Board noted the update on the Strategic Plan Annual KPI's and Performance Management.**

15. **LEEDS CITY COUNCIL – ANNUAL S175 & CHILD PROTECTION RETURN**

ND presented Item 15 for noting so that Governors are aware of the document submitted to Leeds City Council.

**The Board noted the Annual S175 & Child Protection Return.**



**16. SUBCONTRACTING**

**16a) Update on Subcontracting Performance 2021/22**

ND noted that the College has two main subcontracting activities. EAS Mechanical; this is now being rolled out to a conclusion as EAS have gained access to RoATP and will have a direct contract with the ESFA. NG Bailey is a model for subcontracting and the relationship is developing well. Providers are robustly performance managed, and any issues dealt with immediately. A rationale for subcontracting was attached and once approved will be placed on the College website. Details of the subcontractors for 2022/23 was included in the report.

**The Board noted the update on Subcontracting Performance 2021/22.**

**16b) Subcontracting Supply Chain & Fees Policy**

This Policy has been reviewed and was discussed at the earlier Audit Committee Meeting. This will need signing by the Principal and Chair once it has been approved and will be placed on the College website.

PN/DW  
15 July 2022

**The Board approved the Subcontracting Supply Chain & Fees Policy.**

**16c) External Assurance Report on Subcontracting 2021/22**

The ESFA require an annual independent audit of subcontracting arrangements. This has now been carried out and the report was on the portal for information. All five recommendations have been addressed or will be resolved once contracts are issued in the new academic year.

**The Board noted the External Assurance Report on Subcontracting for 2021/22.**

**17. RISK MANAGEMENT (BUSINESS CONTINUITY) ANNUAL REPORT 2021/22**

DP presented Item 17. He stated that he was looking at reducing the number of risks by combining some and making it a tighter process. He confirmed this had previously been to Audit Committee who had reviewed and approved.

**The Board noted the Risk Management (Business Continuity) Annual Report 2021/22.**

**18. DRAFT INTERNAL AUDIT PLAN 2022/23**

DP presented Item 18. ICCA have set out their plan for 2022/23 which covers the main risks. The plan has been scrutinised by the Audit Committee and recommended for approval.

**The Board approved the Draft Internal Audit Plan 2022/23.**

**19. COMMITTEE PERFORMANCE AGAINST TERMS OF REFERENCE 2021/22 AND COMMITTEE TERMS OF REFERENCE REVIEW 2022/23**

**19a Audit Committee**

(i & ii) KR stated that an annual self-assessment has been undertaken against the Terms of Reference for 2021/22. All actions have been completed and rag rated Green.

KR noted that the Terms of Reference for 2022/23 had been reviewed and were now in the standard format approved by Search & Governance. Due regard had been paid to the Post-16 Audit Code of Practice.

**The Board noted the review of Committee Performance against the 2021/22 Terms of Reference and approved the Audit Committee's Terms of Reference for 2022/23.**

**19b Performance & Remuneration Committee**

(i & ii) KR stated that an annual self-assessment has been undertaken against the Terms of Reference for 2021/22. All actions have been completed and rag rated Green.

The Terms of Reference for 2022/23 have been fundamentally reviewed following a new format being agreed at the Search & Governance Committee. The question of adding another member had been discussed by the Performance & Remuneration Committee and it was agreed that another member would add additional scrutiny plus further checks and balances as the P&R Committee was very small.

**The Board noted the review of Committee Performance against the 2021/22 Terms of Reference and approved the Performance & Remuneration Committee's Terms of Reference for 2022/23, subject to adding another member to the Committee within the Terms of Reference.**

**19c Search & Governance Committee**

(i & ii) KR stated that an annual self-assessment has been undertaken against the Terms of Reference for 2021/22. The majority of actions have been completed and rag rated Green, with one rated Amber.

The Terms of Reference for 2022/23 have been substantially reviewed and referenced to the Code of Good Governance etc.

**The Board noted the review of Committee Performance against the 2021/22 Terms of Reference and approved the Search & Governance Committee's Terms of Reference for 2022/23.**

**20. MEMBERSHIP REPORT**

KR presented Item 20 (Membership & Recruitment Report). KR noted that this was CC's last meeting as Staff Governor. Three nominations have been received for Staff Governor so an election will need to be carried out in September so that all support staff are able to vote.

**20. MEMBERSHIP REPORT** (continued)

It is recommended that Rachel Lindley be reappointed as a Governor until 31 July 2014 and Clare Harrigan be reappointed as a co-opted member of the Search & Governance Committee until 31 July 2023.

**The Board noted the membership Report and approved the reappointment of Rachel Lindley and Clare Harrigan.**

**21. GOVERNANCE ACTION PLAN PROGRESS 2021/22**

KR presented Item 21. All 12 actions have been either fully or partially achieved to date. An action plan from the Governance Self-Assessment will be brought to the October Board meeting. The Governance Attendance for 2021/22 was noted.

**The Board noted the progress on the Governance Action Plan 2021/22 and also noted the Governor Attendance for 2021/22.**

**22. CODE OF GOOD GOVERNANCE – REVIEW 2021/22**

KR presented Item 22. The Action Plan has been rag rated and will be combined with other actions from the Governance Self-Assessment. KR noted that DFC has agreed to look at the Governance Self-Assessment during the summer.

KR/DFC  
October 2022

MR felt that Item 1.6 did not reflect all the community engagement carried out but acknowledged that this was not always recorded.

DR felt that the Review was too large and all actions could not be actively monitored.

WF asked why an Equality & Inclusion Annual Report had not been done. KR would speak to WF outside the meeting regarding this. WF queried the statement that we need to be mindful of but not driven by demographics. Consistency is required in term of the overall ambition of the College, with EDI as a key driver reflecting the diverse communities the College serves.

KR  
August 2022

PN noted that KR has done a great job in progressing all the Governance issues.

**The Board approved the Code of Good Governance Review 2021/22.**

**23. IMPACT OF DECISIONS MADE ON STUDENTS, STAFF & STAKEHOLDERS**

PN stated that he had asked KR to look at the three objectives agreed in October and he felt that all three had been achieved. PN thanked everyone for their contribution to the Board over the year, which he felt had gone very well. DPa noted that PN's leadership had helped.

**DATE OF NEXT MEETING**

The next meeting is scheduled for Tuesday 27 September 2022 (half day Governor Development session) which will be held at Shine from 12.30pm with lunch.

PN noted that today was Derek's final Board meeting before he retires at the end of the month and he wanted to say a few words on behalf of himself and the Board. Derek has been at the College for over 18 years, 14 as Deputy Principal and the remainder as Principal & CEO. PN noted that Derek has been an excellent Principal for the College and played a major part in moving it forward.

Derek has made a positive difference to the lives of staff, students, families and the community. He has managed and led his areas exceptionally well in challenging circumstances ensuring staff and students alike were well supported throughout the pandemic and continues to do so as we emerge from it. The College, under Derek's watch, remains very strong in relation to quality and financially, despite the ongoing impact of the disruption caused by COVID.

It is with a deep sense of appreciation and special thanks to Derek that we say a sincere thank you to him for all his efforts and significant contribution over the past 18 years.

PN stated that on a personal basis he has had a great working relationship with Derek and thanked him for his continued stance of openness and transparency, enabling the relationship to flourish.

As a Board we can continue to build on the great legacy Derek is leaving behind. Congratulations on your retirement and thank you for everything you have committed to LCB.

DW thanked PN for his kind words and noted that he has been well supported by the Chair, the Executive Team and wider SMT. He was very proud of Team LCB. He wished Nikki and the Strategic Leadership Team all the very best for the future.

CC, on behalf of all staff, stated that Derek would be missed. He was very well respected by staff, always valued their contributions and it has been a pleasure knowing him. Derek embodied 'Team LCB'.

PN also thanked CC for her contribution as a Staff Governor, as this was her last meeting.