

# LEEDS COLLEGE OF BUILDING

## CORPORATION MEETING

Minutes of the meeting held on Tuesday 14 December 2021 at 3.45 pm via Microsoft Teams.

### PRESENT:

Peter Norris (PN) Chair  
Mark Roper (MR) Vice Chair  
Elaine Armitage (EA)  
Claire Curtis (CC)  
Debbie Forsythe Conroy (DFC)  
Rachel Lindley (RL)  
Oliver Harding-Jeans (OHJ)  
Derek Packer (DPa)  
Dave Russell (DR)  
Matthew Shields (MSh)  
Derek Whitehead (DW)  
Sarah Wilson (SW)

### 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)

ACTION  
BY AND  
TARGET DATE

### 1. CHAIR'S AND GOVERNORS' COMMUNICATIONS

- 1.1 PN welcomed EA to her first Board meeting.
- 1.2 PN confirmed that C Meehan and himself attended the Safer Recruitment training on 29<sup>th</sup> November 2021 facilitated by J Miah. He recommended this training for Governors to attend if they got the opportunity in future.
- 1.3 PN stated that DW and himself attended a meeting with an ESFA researcher on 29<sup>th</sup> November 2021 and shared information relating to the relationship they have with the ESFA / FEC.
- 1.4 PN stated that he attended an AoC Chairs meeting on 29<sup>th</sup> November 2021, with 30 people attending. He said the main topics discussed were: staff recruitment & retention difficulty; 16-18 recruitment was marginally up across colleges but not as good as forecast; feedback from Ofsted concerned high need provision & safeguarding; governor training; and governors understanding of curriculum intent and local needs. MR confirmed that he chaired a meeting of local employers in the College recently.
- 1.5 PN shared that DW, MR, ND & DP had met with the ESFA and FE Commissioner representatives on 2<sup>nd</sup> December which went well and the College had received a positive response. DW said that this was a real opportunity to sell the College and he detailed the many strengths of the College and some of the challenges it faced. He informed the Board that it was a really productive meeting and would be an annual conversation going forward. KR noted that the College had received a written response to the meeting from the ESFA and that this was on the Governors' portal. She also noted that the letter mentioned the external board review that Governors will need to consider. PN said that this would be picked up in the next calendar year. MR said that it struck him how well the local ESFA people knew the College and felt this was good for the College.

KR/PN  
Feb 2022

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

- 1.6** PN noted the following student success: Michael Richardson, currently one of our Level 3 2nd Year Transport Planning Technician Apprentices, has won the very prestigious National CIHT (Chartered Institute of Highways and Transportation) Apprentice of the Year Award for 2021. Michael is still in line for the ITS(UK) Apprentice Essay Competition Award 2021 too. PN offered congratulations to Michael on behalf of the Board and wished him every success in the Essay competition. RL asked if this was promoted and DW confirmed that it would be shared by the College Marketing Team and external PR consultants.

- 1.7** PN confirmed that the Performance & Remuneration (P&R) Committee and Audit Committee had met earlier in the day and that a Selection Panel had also been established to select a new Principal, which comprised of MR, DPa, KN and himself. He said that J Wignall (JW) & KR would also support the Panel. PN confirmed that the first Panel meeting was held on 8<sup>th</sup> December 2021 where the terms of reference was agreed. The Panel also appointed Protocol as the recruitment consultancy to support the selection process. He confirmed that on 13<sup>th</sup> December 2021 KR, JW and himself met with Protocol and agreed that the vacancy would be advertised on 5<sup>th</sup> January 2022, with the closing date 3 weeks later and governor panel interviews on 18<sup>th</sup> February 2022. He noted that a very short Board meeting would need to be convened on 18<sup>th</sup> February 2022 as the Panel needed to recommend a successful candidate for Principal to the Board. He asked Governors to save some time in their dairies towards the end of that afternoon to ensure that the Board was quorate. DPa confirmed that the College has used Protocol previously and the quote received was competitive so governors can take assurance from that.

**All Board  
members  
18<sup>th</sup> Feb 2022**

- 1.8** MR provided a short presentation on local market intelligence. He stated that there was a big skills shortage with an extensive work plan coming up. There are a number of big infrastructure projects (including HS2) that are offering enhanced pay to the workforce, and this is causing some social mobility away from Yorkshire & the Humber. He confirmed that there was also lots of mobility amongst management staff, where staff had taken pay cuts during Covid and were now moving on. He stated that he was seeing cost inflation in the Construction Industry and there was a squeeze in the marketplace. DPa raised a query about entry level into the industry. MR replied that he felt the issue was making construction attractive for new entrants. DW said that he was disappointed with the number of 16-18 joining the College as he was expecting more but for various reasons they hadn't arrived. He confirmed that the College was working closely with schools. He also noted that the College was struggling to recruit staff and is unable to compete with external salary levels. He felt that employers could be coming to the College to recruit students completing Study Programmes who have excellent employability and vocational skills. He highlighted that there was still work to be done to improve student diversity and recruit more females and those from a Black, Asian and ethnic minority background. He stated that ND was working with a consultant regarding diversity.

MSh noted that high inflation was coming with the CPI expected to peak at 5% in April and this would put a general squeeze on College budgets. SW asked whether potential recruits realised the salaries that they could achieve and she also asked if material costs was still a big issue. MR replied that material costs is a major issue and cost inflation is a general issue.

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

- 1.8** He informed Governors that schools generally wanted him to engage with low  
(Cont.) attainers and they were surprised by the digital requirements and higher skills that the Construction Industry needed. He felt that there was not enough good information generally to make the industry appear attractive.

ND stated that there was lots of useful information coming out of the diversity research that is being undertaken. She said that there would be a skills gap of 220k by 2025 which doesn't take into account individuals returning back to Europe following Brexit. She said that a copy of the report was on the College website and she will provide a copy to KR for distribution to Governors. She said this report had some recommendations for employers for example: not employing mates and opening up their recruitment practices. ND also confirmed that the College was revising its School Liaison Strategy so that it could be seen as a destination beyond sixth form in terms of degree level apprenticeships and foundation degrees.

**ND  
Jan 2022**

DFC stated that she felt the Board was a fairly diverse mix and that it's not well publicised. KR replied that this was an action in the Governor Action Plan and this would be addressed in the New Year.

**KR  
Feb 2022**

PN concluded that he felt this item (a Governor presenting local CMI) had worked really well and had highlighted the risks for Governors to consider. He confirmed that another presentation would be provided by a different Governor in the next term.

**KR  
March 2022**

**2. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Simon Bray, Caroline Meehan and Katherine Naisbitt.

**3. DETERMINATION OF ATTENDEES / OBSERVERS**

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

**4. DECLARATIONS OF INTEREST**

DW, CC, ND, DP & KR declared an interest in Item 8.

**5. MINUTES OF THE PREVIOUS MEETING**

The minutes of the meeting held on 16 November 2021 were approved as a true and accurate record.

**6. MATTERS ARISING**

**6.1 Ref Min 5** (13 July 2021)

Taken under Agenda Item 8.

**6.2 Ref Min 1.5** (5 October 2021)

Carried forward.

**6. MATTERS ARISING** (continued)

**6.3 Ref Min 13** (5 October 2021)

Carried forward

**6.4 Ref Min 1.4**

Carried forward.

**6.5 Ref Min 8a)**

Carried forward.

**6.6 Ref Min 8b)**

Actioned.

**6.7 Ref Min 15**

Actioned.

**6.8 Ref Min 15**

Both points were carried forward.

**6.9 Ref Min 18**

Carried forward.

**6.10 Ref Min 19**

Carried forward.

**6.11 Ref Min 20**

Taken under Agenda Item 1.

**6.12 Ref Min 21**

Carried forward.

**7. COVID UPDATE**

DW confirmed that the College was complying with the latest guidance concerning the new variant and keeping an eye on it via the very regular AoC, DfE and PHE updates. He stated that staff were working from home with line manager authorisation. He noted that the Government focus was trying to ensure that face-to-face teaching and assessment continued. DW informed Governors that 20<sup>th</sup> to 23<sup>rd</sup> December was a normal working week but staff would be working from home to provide a circuit break and the College was closed from 23<sup>rd</sup> December 2021 and will reopen on 4<sup>th</sup> January 2022. The College continues to encourage students to do lateral flow tests, although uptake was patchy. The Risk Assessment was being updated regularly and masks were mandatory in communal & circulation areas. He confirmed that College Covid cases were low as at 13<sup>th</sup> December with 3 students and 2 staff currently positive. He informed Governors that the curriculum and business support areas had been asked to prepare for the worst in the New Year if delivery needs to go online. MR said that he had been in College recently and mask wearing was generally good but in bigger groups students seemed less inclined to wear masks. OHJ confirmed that he had also noticed this and felt that there wasn't as much pressure in larger groups. DW agreed but he felt that the College Management Team (CMT) were enforcing it during the duty rotas and the vast majority were compliant when asked.

**8. CONFIDENTIAL ITEM**

See attached notes.

**9. AUDIT FINDINGS REPORT COVERING THE STATUTORY AND REGULARITY AUDIT FOR 2020/21**

DP noted that Governors had heard the presentation by Richard Lewis from RSM (External Auditor) in the Audit Committee previously and that he had nothing else to add. PN asked if everyone had got the answers they wanted. DP asked if LCB Enterprises was now dormant. DP said that the reason it was established was to do with VAT and the new build but the VAT issue is not available now so the reason for it (LCB Enterprises Ltd) had gone.

**The Board noted the Audit Findings Report for 2020/21.**

**10. MEMBERS REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDING 31 JULY 2021**

**10a) LCB Group Consolidated Accounts & 10b) LCB Enterprises Ltd**

DP reported that all Governors present had heard his presentation relating to the members report and financial statement for the year ending 31<sup>st</sup> July 2021. Governors had no other questions.

**The Board approved the Members' Report and Financial Statements for the year ended 31 July 2021.**

**10c) Finance Record 2020/21**

**The Board agreed that it wasn't necessary for DP to present this item.**

**11. LETTERS OF REPRESENTATION 2020/21**

**11a) LCB Group Consolidated Accounts / 11b) LCB Regularity Assurance Engagement / 11c) LCB Enterprises Ltd**

DP noted that all three letters had been considered at Audit Committee and recommended to Board for signing. Letters 11a & 11b would be signed by the Chair and 11c by a Director of LCB Enterprises. The letters confirm that the Board guaranteed all required information was supplied to the auditors

**The Board approved the Letters of Representation (LCB Group Consolidated Accounts / LCB Regularity Assurance Engagement / LCB Enterprises Ltd) for signing.**

**12. MANAGEMENT ACCOUNTS FOR OCTOBER 2021**

DP presented the Management Accounts for October 2021. He confirmed that he was currently working on budgeted numbers this early in the financial year. He noted that 16-18 student numbers were lower than expected whilst the release of capital grant monies was more successful. He paid tribute to the Finance Team that had decreased debtors from £1/4m in 2020 to less than £20k currently.

**12. MANAGEMENT ACCOUNTS FOR OCTOBER 2021** (continued)

PN thanked DP and the Finance Team for all the work they had done. DP responded that it was a Team effort across College with people staying within budget.

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

**13. TUITION FEES POLICY 2022/23**

DP presented the Tuition Fees Policy for 2022/23 and noted that whilst it was a small element of the budget, with the increased cost pressures and inflation likely to rise, a 3% increase in fees was recommended. He also noted that those individuals on low pay receive a fee remission.

**The Board approved the Tuition Fees Policy 2022/23.**

**14. PERFORMANCE MANAGEMENT REPORTS**

ND presented the Performance Management Reports and stated that the Curriculum Area Reviews have been implemented this year, with three taking place so far and nine/ten planned. She noted that feedback has been largely positive and that they are not finding things from the reviews that managers are unaware of. Across the three areas so far, the overwhelming feedback is that students feel that teachers are supportive. ND said that strengths & areas for improvement will be pulled together in a report and shared with Governors with any actions going into the Quality Improvement Plan (QIP).

**ND  
January 2022**

MR noted that the Employers Forum he recently chaired was useful to test if curriculum is meeting needs. DW applauded ND for leading teaching & learning over the last two years against adversity and was very pleased that students' achievements were very good in the circumstances. He thanked ND leading on the capital bids where a number have been successful and contributing to improving College facilities and student experience. DFC thanked DW for his leadership. She queried whether a post pandemic action plan was in place and suggested it may be useful to compile one to demonstrate how missed learning will be caught up. ND confirmed this was covered in the SAR and Quality Improvement Plan.

ND stated that attendance was continuously being worked on and reporting on this had improved. She noted that attendance was low in some areas but it was a massive improvement from school. She said that Maths was a current hotspot as this area had been hit by staff absence due to Covid. ND said that work placements continued to be problematic due to the pandemic but the College is making the most of site visits and utilising virtual ones where possible. EA offered ND the possibility of work placements / site visits for students at her workplace and they agreed to follow this up outside the meeting.

**ND/EA  
January 2022**

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

## 15. SAR AND IMPROVEMENT PLAN

ND stated that the draft SAR and Improvement Plan had been shared with Governors previously and the context was about all the work the College had done responding to the pandemic which included support areas too. She noted that the data coming out concerned the lived experience of students, which would be covered in more detail at the Governor away day, this related to the mental health of students and low-level behavioural issues. She recommended that Governors look at two documents that are on the Governors portal: 'Child of the North' and 'Engaging Youth (*accessed via Governors' portal / corporation papers Board meeting 14<sup>th</sup> December background papers item 15 SAR QIP/ page 2 point 7*)'.

ND stated that in terms of outcomes she was comparing figures against the last normal year of 2018/19, where there was a 5% difference in retention in education and training and confirmed if students stay at the College they achieve. She noted that in terms of apprentices it is a really positive picture and at 90% for higher level apprentices it is outstanding work in that area. She said in terms of withdrawals this will impact over the next 3 years but she will be able to provide some analysis regarding how Covid has affected this. In terms of progress scores there has been an improvement since 2018/19 for all except English and the work with the disadvantaged has been really good. She noted that in relation to value added, students coming in with lower GCSE scores are getting higher grades than expected and those with higher grades need to be stretched and challenged. She stated that there was a rolling action plan and themes would be added as they are identified.

PN thanked ND for a detailed, honest assessment and offered his congratulations on behalf of the Board.

**The Board approved the SAR and Improvement Plan.**

## 16. KEY PERFORMANCE INDICATORS

ND presented the key performance indicators as of 7<sup>th</sup> December 2021. She noted that in terms of demographics females had gone up by 1.2% and this was an improving situation. She stated that presently the 'other' category can't be recorded as the funding software doesn't allow it and this has been raised nationally. She also highlighted to Governors the KPIs in Section 2 and noted that 2.9 was a new metric. In Section 3 she highlighted that 98% of the College provision meets local or national needs against a target of 95%. She identified that an audit was being undertaken of every course to check for zero carbon content and in Section 4 she noted that in 4.4 the challenge was making sure students have the digital literacy skills.

PN queried the difference between 4.2 and 4.3. ND responded that 4.2 is more basic and stated that a training day was taking place on Friday 17<sup>th</sup> December so that this figure will go up. She noted that 4.3 was more advanced status and that this needed reviewing. PN asked when the KPIs would be considered by the Board again. ND confirmed that the Board would receive them in April 2022. DW confirmed that the KPIs would be RAG rated and this would be included in the next report for Governors. He said that the 2021 outturn was a monumental achievement considering the impact of Covid and felt if the same flexibilities could have been available to apprentices as those applied to other learners, then the results could have been even better.

ND  
March 2022

**The Board noted the Key Performance Indicators.**

**17. ANY OTHER BUSINESS**

PN thanked everyone for their contributions and hoped that all had a happy and safe Christmas break.

**DATE OF NEXT MEETING**

The next meeting (Governors' Away Day) is scheduled for Tuesday 22<sup>nd</sup> February 2022 at 8.15am (Meeting Room 1, North Street). He reminded Governors to put Friday 18<sup>th</sup> February 2022 (late afternoon) in their diaries in order that the Principal appointment could be approved.

Signed for Distribution:  .....  
(Chair)

Date: 17-11-21 .....

Approved: .....  
(Chair)

Date: .....