

LEEDS COLLEGE OF BUILDING

CORPORATION MEETING

Minutes of the meeting held on Tuesday 15 July 2025 at 4.00pm, Meeting Room 1, North Street / Microsoft Teams.

PRESENT:

Mark Roper (MR)	Chair / External Governor
Sandra Burnhill (SB)	External Governor
Steve Carmody (SCa)	External Governor
Nikki Davis (ND)	Principal & Chief Executive
James Dunford (JD)	External Governor (<i>joined via Microsoft Teams</i>)
Rachel Lindley (RL)	External Governor
Peter Norris (PN)	External Governor
Michael Norton (MNo)	Support Staff Governor
Matthew Shields (MS)	External Governor (<i>joined via Microsoft Teams</i>)
Julie Tolley (JT)	External Governor (<i>joined via Microsoft Teams</i>)
Sarah Wilson (SW)	External Governor (<i>joined via Microsoft Teams</i>)
Nikki Carthy (NC)	Academic Staff Governor

ATTENDANCE: 12 / 16 = 75% (KPI 80%)

Cumulative attendance: 55 / 66 = 83%

IN ATTENDANCE:

David Pullein (DP)	Vice Principal – Finance & Resources
Rob Holmes (RH)	Vice Principal – Curriculum, Quality & Innovation
Steve Connell (SCo)	Assistant Principal – Study Programmes, English / Maths, High Needs & Construction Crafts
Jane Taylor-Holmes (JTH)	Director of Governance
Nancy Fearnside (NF)	PA to Strategic Leadership Team (Minutes)

Agenda items were considered in the order recorded in the minutes.

Min. Ref.	Minutes	Actions
	25-124 – Apologies for Absence	
142.	Apologies for absence were received from Dave Russell (External Governor), Wasim Feroze (External Governor), Sean McDonagh-Rushfirth (Student Governor) and Mobin Negareshfard (Student Governor). Apologies for absence were also noted from Chris Tunningley (Assistant Principal – Adults, HE & Apprenticeships).	
143.	JTH informed Governors that an election had recently taken place for an Academic Staff Governor. Four nominations had been received and an election held. Nikki Carthy, who is a Curriculum Manager in the University Centre, had been elected by Staff.	
144.	Resolved: The Board confirmed Nikki Carthy as Academic Staff Governor for an initial term of four years from 15 July 2025.	
145.	NC joined the meeting and introductions were made.	
	25-125 – Determination of Observers / Attendees	
146.	The Board agreed attendees / observers at the meeting as per the attendance list.	

Min. Ref.	Minutes	Actions
147. 148. 149.	<p>25-126 – Confirmation of Eligibility, Quorum and Declarations of Interest</p> <p>No notice had been received of any member becoming ineligible.</p> <p>The meeting was quorate.</p> <p>There were no declarations of interest.</p>	
150.	<p>25-127 – Minutes of the previous meeting</p> <p>Resolved: The minutes of the previous meetings held on 1 April 2025 and 24 June 2025 were approved as a true and accurate record.</p>	
151.	<p>25-128 – Matters Arising</p> <p>Governors noted the updates recorded against the matters arising.</p>	
152. 153. 154. 155. 156.	<p>25-129 – Chair’s Report & Activity Reports from Governors</p> <p>MR referred to a letter that had been received from the Rt Hon Baroness Jacqui Smith, Minister for Skills, thanking Governors for all they did for their colleges and recognising the important role played by the governance professional in supporting and guiding the Board. MR also thanked Governors for their contribution and commitment to the College.</p> <p>MR commented that he had chaired a recent HE Employer Advisory Board and explained that this was a useful forum which covered important issues. In terms of future improvements, more employers were sought to engage in the Board and ensure that employers see the benefit of engagement and see this as a way to influence the curriculum.</p> <p>JTH commented that a letter to Governors had been distributed, thanking everyone for their contribution to the College over the last 12 months, which was appreciated. JTH explained that there was also a letter for Governors’ employers (where applicable) to say thank you for supporting Governors in their role on the Board and Committees.</p> <p>MR invited Governors to feedback from Link Governor meetings / activities carried out.</p> <p>PN commented that he had met with Lyndsey Priestley on 23 June 2025 and had looked at student numbers, which triangulated nicely with the reporting and income in the management accounts seen over the year. PN commented that numbers were currently up by 21% on the previous year. PN commented that some areas were looking strong; Electrical was oversubscribed but there were some recruitment opportunities in Construction Crafts. PN explained that more rigid entry criteria had been introduced this year to encourage continued engagement in school without the College operating a first come first served basis unconditional offer. Attendance and punctuality had also been discussed with Lyndsey Priestley and PN commented on how improvements had been made in this area this year.</p>	

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157.	Governors who had attended the launch of the brand event at the Royal Armouries in Leeds on 23 May commented on the success of the event and the positive feeling from all the staff, the buzz of the event and the sense of team.	
158.	RL commented on the entry criteria and asked, given the higher volume of applications and the ability to apply more stringent selection criteria, if this had been agreed by the Quality, Curriculum & Performance Committee. RL understood the criteria was published in the prospectus, which provided transparency, however she would be interested in reviewing the criteria in more detail, particularly from the perspective of inclusivity. RL commented that it was important that the College was not unintentionally excluding applicants from underrepresented backgrounds. RL recognised that the criteria would vary across areas where specific skills were essential.	
159.	SCo commented that the entry criteria was not rigid. When students were performing below expectations there was engagement with schools to understand the underlying causes, such as attendance, behaviour, engagement and other contributing factors. The College's goal was to maintain inclusivity while ensuring quality. SCo commented that the College was not operating on a strict first-come, first-served basis, nor were high-performing students being turned away. The system was designed to support all learners while maintaining standards and accountability.	
160.	RH commented that previously, when unconditional offers were received, many students stopped attending school and as a result some students who were actively engaged in their education found there were no places left at the College. Feedback had been taken seriously, together with comments from the recent Ofsted visit which highlighted the College's responsibility in managing attendance, behaviour and the overall intake. As a result the entry criteria had been introduced.	
161.	RL appreciated the comments made but from her perspective it felt that this was an area where the Governors should have some oversight and commented that she wanted to be actively engaged and contribute meaningfully. RL acknowledged the importance of maintaining an inclusive attitude and work with the needs of others, and she saw this as a very positive approach.	
162.	SCa commented that it was important to understand Governors' motivations and the one-to-one conversations could be helpful in this regard, allowing the right feedback to be given, and ensuring people felt supported. SCa acknowledged that everyone who gave their time as Governors did so for a reason. It was agreed that this would be explored as part of the one-to-one element of the Board self-assessment process.	SCa September 2025
163.	ND commented that an analysis of this year's intake, compared to the previous year's, would be undertaken to ascertain whether there had been any impact of the decision to change the entry criteria, particularly in relation to different characteristics. It was agreed that this would be brought back to a future Board or Quality, Curriculum & Performance Committee meeting for consideration.	RH / Board / Committee Autumn 2025

Min. Ref.	Minutes	Actions
164.	<p>SW commented that she had met recently with Lisa Pannell, as Careers link Governor, and she had sent through a report following their discussion. The main focus was a discussion around work experience opportunities for Level 1 students, which had been raised by Ofsted. SW commented that the volume of traditional work experience placements for Level 1 students had not been increased, mainly due to students not being considered work-ready, several alternative initiatives had been implemented. These included employer talks, mock interviews, placements through charities and the College's in-house facilities team. SW commented that a further meeting would take place at the end of the autumn term.</p>	
165.	<p>On behalf of Sarah Gibson, Associate Governor on the Quality, Curriculum and Performance Committee, JTH provided feedback from a Link Governor meeting that SG had had with Lyndsey Priestley in relation to marketing. SG had reported the three things to highlight to the Board as follows:</p> <ol style="list-style-type: none"> 1. Capacity - not all required roles are in the team, e.g. Marketing Manager. This means the head of role is pulled frequently into the operational and there was no real capacity at the moment for a strategic approach to internal communications. 2. Strategic approach - because of the above, the head of role is not sufficiently able to focus on a strategic approach to communications and admissions. A more strategic approach could allow a stronger focus on growth. 3. Alumni network - this isn't possible to introduce with the current resource level, however would be really impactful. 	
166.	<p>PN raised the question of the Governor Links and whether the same relationships would continue next year. JTH commented that this would be discussed during the one-to-one sessions but she was not proposing any changes at this stage. JTH commented that there was some overlap, with one manager having two Link Governors, which would be considered further.</p>	
167.	<p>Resolved: The Board received the Chair's Report and Activity Reports from Governors.</p>	
<p>25-130 – Principal's Report</p>		
168.	<p>ND presented Item 25-130, which provided a comprehensive overview of the College's performance, funding opportunities, stakeholder engagement, and student success over the past academic year. The year has been marked by positive developments across key performance indicators, particularly in attendance and education outcomes.</p>	
169.	<p>ND commented that the College had experienced a strong year in terms of performance. Attendance rates had defied national trends, showing improvement where other institutions had seen declines. Education & Training predicted overall achievements for 16-18 and 19+ were 85.2%, which would represent a 5.9% increase on 2023/24. Apprenticeship completion currently stood at 64.7%, though this figure may change due to ongoing End Point Assessments (EPA).</p>	

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170.	<p>ND commented that several funding opportunities were being pursued:</p> <ul style="list-style-type: none"> • A bid had been submitted for the Construction Technical Excellence Colleges (CTEC) initiative, with endorsements from major organisations such as CITB and the Electrical Contractors Association. The outcome was pending, but success would initiate further collaboration with the Department for Education to develop the CTEC framework. ND commented that internal discussions would be necessary to meet increased capacity / staffing demands. • A capital bid had been submitted to the Office for Students (OfS), aligning with national industrial strategy priorities; the bid was currently under review. • The allocation of the £10 million funding given to Leeds City Council to address the NEET crisis in Leeds would be a bidding process, with details being shared in mid-July. 	
171.	<p>ND commented that the College continued to engage with a wide range of organisations. A detailed list was provided in the report, but this was not exhaustive. ND commented that nationally, apprenticeship recruitment has declined due to minimum wage and National Insurance contribution challenges. The College anticipated approximately 400 applications in August.</p>	
172.	<p>ND commented that the finalised Economic and Social Value Report had been distributed to Governors and would be shared with stakeholders as appropriate. The report highlighted the College's broader impact beyond academic metrics, showcasing community projects and student involvement in various initiatives.</p>	
173.	<p>ND commented that Construction skills were a focal point in FE; for example, the CTECs were seen as a model for future investment by the DfE, with implications for future FE funding models. The success of CTECs would be closely monitored.</p>	
174.	<p>ND commented that Ofsted inspections were scheduled to begin in November on a reduced schedule, with preparatory webinars in September. The new inspection framework had received mixed feedback, and the final framework was yet to be published.</p>	
175.	<p>ND commented that the College recently hosted the regional Skill Build event; five students qualified for the national finals, which was a commendable achievement.</p>	
176.	<p>SCa referred to the Leeds Pride event and asked if the College had a float. ND stated that the College insurance would not allow this, but several members of College were joining the parade. SCa commented that it was interesting to see the number of organisations who were not attending this year.</p>	
177.	<p>SB commented that the Economic & Social Value Report was well written and there were some positive quotes in the report which could contribute to the Self-Assessment process.</p>	
178.	<p>MR commented that he had visited the Construction Leadership Council website recently and noticed that the College was mentioned there in relation to the work being done with the Construction Skills Mission Board. MR commented that from the Governors' perspective, the College was seen as one of the leading institutions for construction in the country and the engagement with CLC is a great example of strong stakeholder collaboration.</p>	

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179.	<p>RL referred to ND’s point regarding capacity, which was a genuine concern, and raised the question of staff well-being and suggested this was kept on the radar at the Finance & Resources Committee. ND acknowledged that there was significant activity planned over the summer and it would depend on the announcements expected as to how the College would respond to these. ND commented that a clearer picture should be available by the end of summer. It was also noted that Ofsted’s recent guidance also highlighted the importance of the Senior Team’s well-being and this was something that should be acknowledged and discussed at the Senior Post Holder Committee.</p>	
180.	<p>Resolved: The Board received the Principal’s Report.</p>	
181.	<p>JT joined the meeting at this point.</p>	
	<p>25-131 – Strategic Plan 2025-2030 (KPI summary document)</p>	<p style="text-align: center;">Finance & Resources Committee / Board Autumn 2025</p>
182.	<p>ND presented Item 25-131 and explained that the paper provided an overview of the Key Performance Indicators that would be used in the 2025/26 academic year and reported on at each Board meeting. ND commented that the yellow highlighted areas would be updated once the data was finalised.</p>	
183.	<p>SB referred to the targets in Strategic Aim 4, i.e. “increase” and asked if the College was on track with these. ND commented that the initial, raw Staff Survey results had been shared with SLT recently and overall the feedback was very positive. The results would be shared with the Finance & Resources Committee in the new academic year once benchmarking data was available. ND commented that the responses had seen an improvement, particularly in relation to staff feeling proud to work at the College (99%) and suggested that instead of saying “increase”, this could be changed to “maintain”.</p>	
184.	<p>Resolved: The Board approved the Strategic Plan 2025-2030 (KPI summary document).</p>	
	<p>25-132 – Approval of Budget and 3 Year Financial Plan</p>	
185.	<p>DP presented Item 25-132 and explained that the report outlined the financial planning and strategic investments of the College, highlighting budget assumptions, staffing costs, capital investments and associated risks. The plan was based on detailed financial data and aimed to maintain a robust financial position while investing in staff and infrastructure. DP explained that the plan was supported by a detailed budget and the CFFR spreadsheet required by the DfE.</p>	
186.	<p>DP commented that the ESFA 16-19 funding rate was initially set at £5,026; the DfE have subsequently announced a further rate increase which would be reflected in the September management accounts. DP commented that no rate rise had been assumed for 2026/27.</p>	
187.	<p>DP commented that Apprenticeship funding rates had not increased for several years and as this represented 41% of College income it was a serious concern to the College and to the financial position going forward. End Point Assessments remained a challenge. DP commented that the College aimed to increase Apprenticeship numbers and was currently 300 students behind the target, acknowledging that this target was ambitious.</p>	

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188.	DP commented that the employer's rate for Teachers Pensions had seen a significant increase since 2014, from 14.1% to 28.68% in 2024. The Government had indicated they would continue to fund this rise until July 2026 and the College has assumed this would continue in 2026/27 at current rates. The forecast assumed this would rise to 31.00% in 2026 and the rise would be unfunded.	
189.	DP commented that the National Insurance employer contributions had increased to 15% from April 2025 and the Government had agreed to partly fund this increase and the College's grant represented 83% of the total cost, up to March 2026. DP commented that if the Teachers Pension grant and the National Insurance grant were to be reduced or cease this would represent a risk to the College.	
190.	DP commented that in 2023/24 a 7% consolidated pay award was made, with 5.5% in 2024/25. Pay awards of 3% had been built into 2025/26 and 2026/27; this would be reviewed and a pay award based on affordability recommended in due course. It was noted that staff on costs were now 45% of salary and that 65% of expenditure was staffing costs.	Board December 2025
191.	NC asked whether reserve places were included in the budget, DP confirmed that they were.	
192.	DP commented that Sub-contracting was being reduced and by 2027/28 there should no longer be an arrangement in place.	
193.	DP commented that the budget for End Point Assessments in 2025/26 was £1,042,308. The process and length of time it takes for the learners to complete the assessment was a challenge for the College and also for learners and employers trying to secure a skilled workforce. ND commented that major changes were anticipated to the EPAs which may help the approach to EPAs.	
194.	DP commented on the work carried out over 2024/25, which included connection to the District Heat Network, changing all lighting at North Street to LED and transforming a number of classrooms at North Street into first class learning environments. DP commented that this programme of work would continue with the façade at North Street being brought up to a standard close to the south Bank campus, upgrading and redesigning all toilets at North Street and modernisation of the Refectory at North Street. DP commented that the total capital investment over the three-year plan was £6.2m.	
195.	DP commented that the continued uncertainty over geo-political matters and inflation had led to rising interest rates. Rates were likely to reduce and the College has assumed rates would be 3% in 2025/26 and 2.5% in 2026/27.	
196.	The Statement of Comprehensive Income (SOCl) was noted and DP commented that surpluses were projected to decline due to the static income assumptions.	
197.	The Balance Sheet was noted and showed a strong position across all three years. The financial health score forecast for all three years of the plan was expected to be Outstanding. "Free cash" and any capital grants that had not yet been spent, would be separated.	

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198.	The Key Performance Indicators were noted. DP explained that these were tracked through the management accounts and monitored by the Finance & Resources Committee. A number of Risks and Opportunities were included in the commentary and noted by members.	
199.	DP commented that the College was maintaining a strong financial position while investing in its staff and facilities.	
200.	SCa raised the question of the Higher Education landscape and commented that the College appeared to be performing well financially whereas other institutions were struggling. DP believed this was a combination of factors, the College's budgeting process was exceptional and there were no late deviations or impulsive decision making. Senior team members were committed to the budget agreed upon. DP commented that only 41% of the College's income came from Apprenticeships, which were notably underfunded; despite this the College had maintained quality and invested wisely. The College had prioritised infrastructure and also new roles and initiatives that would have lasting impact. DP commented that the College was now in a position to make strategic investments, including supporting Apprenticeships in Construction.	
201.	ND commented that a recent strategic conversation had taken place on social strategy, focusing on the opposing position between developers and the Government, once that issue was resolved, it was hoped that the College would be in a much better position regarding Apprenticeship recruitment.	
202.	MR commented that five years ago there had been a rush to secure funding for a high-speed rail college development which had not lasted long. There had also been a strong push towards off-site manufacturing which had tailed off. MR commented that in reality the traditional trades would always form the foundation of what the College offered and it was important that the College focused on supporting and strengthening those core areas. MR commented that overall the College was in a strong position.	
203.	Resolved: The Board approved the Budget and 3 Year Financial Plan	
Any Other Business		
The White House		
204.	ND shared a document and provided an overview. ND commented that as Governors were aware, several discussions had taken place regarding the building located across the road from the College (The White House). This is a substantial property and clearly offers significant space and potential.	
205.	ND commented that the current position was that the original buyer had withdrawn, and a second potential purchaser was showing interest but had been slow to proceed. ND believed this presented an opportunity for the College.	
206.	ND commented that given the College's current financial position, as discussed earlier, and the College's ambition to grow, acquiring a building just 20 metres from the North Street campus seemed a logical and strategic step.	

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207.	The paper outlined the proposal in more detail but in summary ND explained that approval was being sought to proceed to the next stage, i.e. making an offer to purchase the building. ND commented that the seller had received an offer from another party but felt the College had a competitive advantage; the cash was available, and the College could move quickly.	
208.	ND commented that although there was no guarantee of external funding the College was optimistic. Capital funding was being sought through the OfS, CTEC, and Leeds City Council. If successful, the funding could be used to reimburse the purchase or support refurbishment. The financial impact would still be manageable in the absence of any grants. The worst-case scenario would see the College's financial health rating move from the top to the bottom of 'Outstanding'.	
209.	ND commented that the College was aware of the risks, particularly around capacity - both in terms of infrastructure and staffing. If the purchase did proceed, the next phase would involve developing a detailed growth plan: identifying target areas, determining which areas would occupy the new space, and assessing the impact on existing campuses. In addition to creating a dedicated HE space, the building could support expansion in areas such as Roofing, Plastering, Brickwork and Carpentry – sectors where there was demand. It could also provide space for non-curriculum activities, such as a gym, which would significantly enhance the student and staff experience.	
210.	ND appreciated that this proposal had come at short notice, but believed the opportunity was too valuable to pass up. The College was ready to act quickly, with legal and technical teams in place. If approved, the College could move forward immediately.	
211.	SCa commented that it would not be a negative investment, the property could always be resold if necessary. DP commented that there would be running costs, even if the building was empty, however these could be managed within the current financial position and budget.	
212.	PN commented that the cash reserves had been discussed a number of times at the Finance & Resources Committee. If the College was going to grow it needed infrastructure to support that growth and a key risk would be staffing resources.	
213.	MSh commented that his background led him to always consider the value of acquiring adjacent land; in principle he was open to the idea of exploring this opportunity. MSh commented that ND had already touched on the importance of viewing this in the context of the wider estate plan, which he agreed with. MSh asked if there was a genuine need for the entire site? Why was the dilapidation figure so high? And asked if the College had an understanding of the reasoning behind that?	
214.	MSh commented that if the purchase of the building cost £3-4 million, was the £6 million a realistic figure to make the site operational? The key questions for MSh were: what was the strategic value, and what comes next? MSh reiterated his earlier point, he did believe in the principle of acquiring adjacent land when possible.	

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215.	<p>DP explained that the site location was ideal for the College's needs, while the building was somewhat larger than initially intended, it was being sold as-is and would ensure that the College had space for future growth and the estate was future proof. This would be a key point of discussion with the architect once their proposal were received. DP commented that at this stage there was no clear estimate of the renovation costs but he anticipated that an additional £4m on top of the purchase price would be required to bring the building up to the required standard.</p>	
216.	<p>DP commented that the building had been previously used as a data centre. Originally it was a warehouse and converting it back was estimated to cost just over £3m. The value of those dilapidations would transfer to the College on purchase and would need to be negotiated with the previous tenants. Given its former use as a data centre the building was dry and well-maintained.</p>	
217.	<p>MN commented that four of the rooms were filled with halon gas which was used in server rooms; removal of this would be a costly project.</p>	
218.	<p>SW referred to MSh's comments and agreed that these were relevant. SW asked what the purchase price was and if the dilapidations had been deducted from that amount. DP commented that the purchase price was £4.1m and this was net of dilapidations.</p>	
219.	<p>SW asked if there was an estimate for the fit-out costs. DP commented that a rough estimate was £4m but there were no architectural drawings available yet so the cost could be less. DP commented that funding would be required and was being progressed through various bids, as detailed by ND.</p>	
220.	<p>SW commented that there had been previous mention of North Street being purchased and redeveloped for housing with the proposal to purchase and build another site for the College. DP confirmed that this was a different project and had not been feasible.</p>	
221.	<p>JD queried what was the worst thing that could happen if the proposal went ahead. DP commented that one of the key issues would be not receiving any additional funding. Another risk would be If the College could not resell the building there would still be running costs. It was noted however, that the area had potential for residential use and the location would support resale and repurposing; planning permission dependent.</p>	
222.	<p>RL asked for clarification on Scenario 1 within the paper. DP confirmed that this was based on the purchase cost only, with no grant funding or fixed outgoings. DP commented that without some grant funding the College could not move forward with the full development.</p>	
223.	<p>DP commented that a comprehensive plan would be required to meet the criteria of any bids submitted; funders wanted to see funding spent within a specific timeframe, particularly in the education sector. The project would need to demonstrate the full vision, even if the College only started with a smaller phase to unlock the grant funding.</p>	

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224.	MR commented that similar discussions had taken place regarding the South Bank campuses and the effect those developments would have on the College cashflow. A conscious decision was made to proceed, putting the College into Inadequate financial health. The College was now in a much better position where the risk involved was minimal.	
225.	MR referred to the significant discussion and asked members if they were able to approve the proposal.	
226.	Resolved: The Board approved the proposal to proceed with the purchase of The White House.	
25-133 – Search & Governance		
a) Overview from Committee Chair		
227.	On behalf of Wasim Feroze, JTH provided an overview of the Search & Governance Committee held on 17 June 2025. JTH explained that the meeting had not been quorate and attendees had agreed to defer certain agenda items to the next Committee meeting; this included the Chair Role Description and Governor Role Description and the review of the College compliance against the AoC Code of Good Governance.	
228.	The Committee received a Governance update noting that there was some challenge around Committee attendance and this would be discussed during the one-to-one reviews with Governors. JTH thanked members who had responded regarding their availability for these reviews and asked the Governors who had not yet arranged a session, to confirm their availability.	
229.	JTH commented that some good feedback had been received today from Link Governors and asked that all Link Governors arranged at least one meeting in the academic year with their Link Manager.	
230.	The Committee had discussed the requirements around mandatory training and following discussion with ND the requirements had been amended. Governors would be required to complete the mandatory online Safeguarding training every two years. There was also a requirement for at least one Governor to undertake Cyber Security Training; a number of Governors had already completed this.	
231.	The Committee also discussed the proposal from Stone King around the completion of an External Governance review in 2025/26. JTH explained that this would be slightly earlier than the full three-year period, however three were a number of significant changes planned during 2025/26 including the change of Chair, the implementation of the new Strategic Plan and a change in the Senior Team and it would be good to see the distance travelled. The Committee had agreed that this was sensible, and JTH would progress this.	
232.	The risk relating to the Committee around succession planning was reviewed and no changes were recommended.	
233.	Resolved: The Board received the update from the Search & Governance Committee.	

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	<p>b) Minutes from the meeting held on 17 June 2025</p> <p>234. The minutes from the Search & Governance Committee meeting held on 17 June 2025 had been uploaded to the Governor Hub under the Full Governing Board folder / 15 July 2025 for all Governors information.</p> <p>c) Recruitment & Membership Report</p> <p>235. JTH presented the Recruitment & Membership Report and provided a brief overview. JTH explained that as the meeting on 17 June had not been quorate, recommendations and been approved by Search & Governance Committee members by email.</p> <p>236. JTH commented that the Search & Governance Committee had recommended the appointment of Javaria Sabar as co-opted Governor on the Audit & Risk Committee.</p> <p>237. Resolved: The Board approved the appointment of Javaria Sabar as a co-opted Governor on the Audit & Risk Committee for one year up to 31 July 2026.</p> <p>238. JTH commented that the Search & Governance Committee had recommended the re-appointment of Sarah Gibson as a co-opted Governor on the Quality, Curriculum & Performance Committee.</p> <p>239. Resolved: The Board approved the re-appointment of Sarah Gibson as a co-opted Governor on the Quality, Curriculum & Performance Committee for a further year to 31 July 2026.</p> <p>240. The Corporation membership and Committee membership were detailed in Appendix A and B of the paper. JTH commented that she had discussed with NC regarding joining the Quality, Curriculum & Performance Committee and the Committee Membership would be updated to reflect this; SCa would mirror the Committees which MR had previously attended.</p> <p>241. The Succession Plan was detailed in Appendix C and JTH commented that discussions would take place during the one-to-one reviews around Link Governor roles and Committee membership.</p> <p>242. Resolved: The Board received the Recruitment & Membership Report, approved the Corporation and Committee Membership schedules and noted the Succession Plan.</p> <p>d) Governance improvement Plan</p> <p>243. JTH presented the Governance Improvement Plan and explained that this plan brought together feedback from several sources: the External Governance Review, internal feedback gathered at the start of this academic year from the one-to-one reviews, and Committee effectiveness reviews. It also incorporated findings from the review against the new Code of Good Governance, with several elements directly aligned to the expectations set out in that code.</p> <p>244. Resolved: The Board approved the Governance Improvement Plan.</p>	<p style="text-align: right;">JTH July 2025</p>

Min. Ref.	Minutes	Actions
245.	<p>e) Regulatory documentation</p> <p>JTH explained that a letter had been received from the DfE requesting updates to the College’s regulatory documents. Specifically, the DfE had requested that any references to the following should be removed:</p> <ul style="list-style-type: none"> • Voting rights of student governors under the age of 18. • Quorum requirements and the role of the Secretary of State in appointing governors if quorum not met. • UK Corporate Code of Governance. 	
246.	<p>JTH confirmed that there was no reference to voting rights of student governors in the College documentation. Minor amendments in relation to quorum and the role of the Secretary of State were required to the Instrument of Government and these were shown in red on the paper. JTH commented that there were no references to the UK Corporate Code of Governance and confirmed that the Board had adopted the AoC Code of Good Governance which, while not explicitly referenced in the College’s documentation, remained the College’s guiding framework.</p>	
247.	<p>Resolved: The Board approved the changes to the Regulatory documentation.</p>	
	<p>25-134 – SPH Employment & Remuneration</p> <p>a) Overview from Committee Chair</p> <p>248. On behalf of Wasim Feroze, JTH provided an overview of the SPH Employment & Remuneration Committee held on 17 June 2025. JTH explained that the meeting had not been quorate, however recommendations had been approved by SPH Employment & Remuneration Committee members by email.</p> <p>249. The main topic of discussion was the FE Commission's intervention assessment report to Weston College, which was included as an agenda item. The Committee also received the FEC guidance on Effective Senior Postholder appraisal and Chair Performance review and agreed that a review of the checklist would be undertaken at the next SPH Employment & Remuneration Committee. Any recommendations or improvements would be considered in line with the guidance.</p> <p>250. The Committee agreed to defer the discussion on the Senior Postholder role description, SLT structure and the Recruitment Process and Timeline. Subsequent to the meeting DP had officially given notice of his intention to retire and the Committee would commence the recruitment process in the new academic year. JTH commented that the emphasis would be on ensuring a smooth transition, however if necessary DP had kindly offered his assistance which was appreciated, although it was hoped that a formal handover would be in place to avoid any disruption.</p> <p>251. The Committee had agreed to recommend the change of the Committee name to Senior Postholder Committee (SPC), recognising the role of the Committee beyond employment and remuneration and around wellbeing.</p> <p>252. Resolved: The Board received the update from the SPH Employment & Remuneration Committee.</p>	

Min. Ref.	Minutes	Actions
	<p>b) FE Commissioner Intervention Report – Weston College – College Response and Committee Terms of Reference</p> <p>253. JTH commented that the FE Commissioner intervention report had been included in the meeting pack. In addition, a follow-up letter from the FE Commissioner, together with Good Practice Thoughts from Governance Professionals had also been provided. The Committee had reviewed the College’s position against the recommendations outlined in these documents. The College response to the recommendations was included in the pack. JTH thanked Committee members for their comments and those who identified areas for strengthening the response to the recommendations. JTH commented that with regard to the proposed amendment to the Committee’s Terms of Reference, this had been clarified to confirm that approval of Senior Postholders pay and remuneration was the responsibility of the Board. JTH commented that this had always been the case but it was felt important that this was made more explicit.</p> <p>254. Resolved: The Board received the FE Commissioner Intervention Report – Weston College, College Response and approved the amendments to the Senior Postholder Committee Terms of Reference.</p>	
	<p>25-137 – Finance & Resources</p> <p>a) Overview from Committee Chair</p> <p>255. RL commented that two meetings of the Finance & Resources Committee had taken place since the last Board (6 May 2025 and 23 June 2025) and provided an overview.</p> <p>256. The Committee had received the Management Accounts and noted the positive position, with the College achieving Outstanding financial health. RL commented that discussions had taken place at the Committee regarding the amount of reserves. DP commented that this had enabled the College to pursue opportunities, as discussed earlier.</p> <p>257. The Committee had received updates on Estates and Health & Safety. A clear capital programme was in place and projects included connection to the District Heat Network and various developments at North Street. The Committee had noted the achievement of the ISO:45001 accreditation, with no major / minor non-conformances. RL congratulated the team on this achievement.</p> <p>258. The Committee had received an update from HR, including the work being undertaken to improve staff wellbeing and the progress of the Aspiring Manager programme. A presentation on the Gender Pay Gap was also received and Committee members had noted the improvements made to reduce the Gender Pay Gap since 2017. The improvements to staff benefits (maternity pay, adoption pay, online GP service etc.) were noted by the Committee.</p> <p>259. The Committee received an update on Funding Compliance and noted the significant progress made in this area but acknowledged the challenge to achieve 100% compliance (currently 7% of files remained outstanding).</p>	

Min. Ref.	Minutes	Actions
260.	The Committee had approved the Fees / Refund Policy. The Reserves Policy and Treasury Management Policy were reviewed and these were recommended for approval by the Board.	
261.	Resolved: The Board received the update from the Finance & Resources Committee.	
	b) Minutes from the meetings held on 6 May 2025 and 23 June 2025	
262.	The minutes from the Finance & Resources meeting held on 6 May 2025 and 23 June 2025 had been uploaded to the Governor Hub under the Full Governing Board folder / 15 July 2025 for all Governors information.	
	c) Reserves Policy	
263.	The Reserves Policy had been reviewed by the Finance & Resources Committee and recommended to the Board for approval.	
264.	Resolved: The Board approved the Reserves Policy.	
	d) Treasury Management Policy	
265.	The Treasury Management Policy had been reviewed by the Finance & Resources Committee and recommended to the Board for approval.	
266.	Resolved: The Board approved the Treasury Management Policy.	
	e) College Insurance	
267.	DP explained that the College was required to share the types of cover and levels of insurance in place at the College with Governors, following the introduction of Managing Public Money. The table detailed the type of cover and limit of indemnity. DP commented that benchmarking against other institutions took place.	
268.	SCa questioned the level of insurance for Cyber Security and DP commented that this had now been doubled to £1m. The role and support available from JISC in relation to a cyber incident was also noted.	
269.	Resolved: The Board noted the details regarding the College Insurance.	
	f) Management Accounts May 2025	
270.	DP presented the Management Accounts for May 2025. It was noted that these had been discussed previously at the Finance & Resources Committee.	
271.	Resolved: The Board received the Management Accounts May 2025.	

Min. Ref.	Minutes	Actions
272. 273.	<p>g) Management Accounts May 2025</p> <p>DP presented the Management Accounts May 2025. It was noted that these had been discussed previously at the Finance & Resources Committee.</p> <p>Resolved: The Board received the Management Accounts May 2025.</p>	
274. 275. 276. 277. 278. 279. 280. 281. 282. 283. 284.	<p>25-135 - Quality, Curriculum & Performance</p> <p>a) Overview from Committee Chair</p> <p>SB commented that two meetings of the Quality, Curriculum & Performance Committee had taken place since the last Board (29 April 2025 and 1 July 2025) and provided an overview of the meeting held on 29 April 2025.</p> <p>The Committee had received a presentation on Safeguarding and Prevent which had provided assurance around the level of safeguarding support to students but noted the increase in incidents, particularly around suicide ideology.</p> <p>The Committee received an update on performance reviews undertaken and how students at risk were being identified and supported.</p> <p>The Committee received student voice feedback, which indicated that most students felt safe around the College. This was encouraging and the Committee would continue to monitor this through regular safeguarding reports.</p> <p>The Committee noted the reduction in sub-contracted provision and acknowledged that this was a positive.</p> <p>The updated Quality Improvement Plan was reviewed and the update on curriculum planning was noted.</p> <p>The Committee received an update on HE and noted the significant increase in student numbers in this area. The Office for Students (OfS) compliance against regulations had been discussed.</p> <p>The Committee had an engaging discussion around the Student Accommodation Policy, specifically regarding off-site accommodation. While the Policy was approved, the Committee acknowledged the associated risks, particularly around student safety during evenings and social activities whilst in accommodation associated with the College.</p> <p>The Committee reviewed the risks linked to the Committee and had asked for a review of the Safeguarding risk to ensure that this included the risk of harm to the individual themselves and was sufficiently robust in relation to any risk to students in accommodation.</p> <p>The Committee reviewed the Key Performance Indicators (KPIs), which would be updated regularly to track progress and performance.</p> <p>JT provided an overview of the meeting held on 1 July 2025.</p>	

Min. Ref.	Minutes	Actions
285.	The Committee received a presentation and deep dive into HE provision. Sarah Sunderland (Head of University Centre) delivered an excellent session, and the PowerPoint presentation was now available on the Hub for information. A rich and engaging discussion took place regarding the potential for growth in HE, where that growth might occur and the resources required to support it.	
286.	The Committee received and reviewed the Quality Report and were very pleased with the strong progress being made across all provisions. The positive trend over the past three years was encouraging, with most areas expected to improve on last year's outcomes and exceed the National Provider Group rating. JT commented that this was a great way to close the year, although the Committee remained mindful not to become complacent. The Committee acknowledged the remaining risks and agreed that continued support was essential to maintain momentum and achieve the predicted outcomes and strategic goals.	
287.	The Student Perception of College Report was received and discussed. The Committee welcomed the increased participation in the survey and noted improvements in satisfaction scores across most key indicators. There was some discussion around areas where satisfaction was lower, particularly among female students at the South Bank campus. However, the Committee noted that actions were already in place to explore these issues further and address any concerns.	
288.	The Committee reviewed the Quality Improvement Plan and noted progress across all six key actions. All actions were rated Green, except for the goal of improving high grades in English and Maths, which was rated Amber as final results were still pending in this area (GCSE results day Thursday 21 August 2025).	
289.	An update was provided on the Diversity, Equity, Inclusion and Belonging (DEIB) Action Plan and the Committee noted key developments since the last update, which included enhanced staff training, broader student engagement, curriculum inclusivity reviews, and the introduction of new support structures.	
290.	The Committee reviewed the Access and Participation Statement for HE and recommended this for Board approval. The Committee had recommended some amendments to terminology and analysis of postcode data, which had been included.	
291.	The Committee reviewed the Free Speech and Academic Freedom Policy and recommended this for Board approval, subject to a minor amendment regarding the use of the word "controversy."	
292.	The Committee received details of the risks relating to the Committee and noted that there had been no changes; the next review of the risks would take place in the autumn term. No amendments were proposed.	
293.	Resolved: The Board received the update from the Quality, Curriculum & Performance Committee.	

Min. Ref.	Minutes	Actions
	<p>b) Minutes from the meetings held on 29 April 2025 and 1 July 2025</p> <p>294. The minutes from the Quality, Curriculum & Performance meetings held on 29 April 2025 and 1 July 2025 had been uploaded to the Governor Hub under the Full Governing Board folder / 15 July 2025 for all Governors information.</p> <p>c) Access and Participation Statement</p> <p>295. RH commented that the Access and Participation Statement had been discussed at the Quality, Curriculum & Performance Committee and all recommendations had been actioned.</p> <p>296. Resolved: The Board approved the Access and Participation Statement.</p> <p>d) Free Speech and Academic Freedom Policy</p> <p>297. RH commented that the Free Speech and Academic Freedom Policy had been discussed at the Quality, Curriculum & Performance Committee and all recommendations had been actioned.</p> <p>298. Resolved: The Board approved the Free Speech and Academic Freedom Policy.</p>	
	<p>25-136 – Audit & Risk</p> <p>a) Overview from Committee Chair</p> <p>299. PN provided an overview of the Audit & Risk Committee held on 23 June 2025.</p> <p>300. The Committee received an update on Outstanding Audit Recommendations and noted that all actions had been completed. PN commented that this was a positive position.</p> <p>301. The Committee received a verbal update on the Internal Audit Strategy and Annual Plan for 2025/26. DP commented that a meeting had taken place in May between the Audit Chair, the Internal Audit representative (ICCA) and Senior Management to agree audit topics. Due to staffing changes at ICCA the Internal Audit Strategy and Annual Plan had been delayed and were not available in time for the Audit & Risk Committee meeting. The plan was subsequently circulated to members and approved. DP commented that some minor adjustments may still be needed, particularly regarding the Safeguarding audit which may be brought forward. This would be considered against the requirement for an ESFA mock funding audit.</p> <p>302. The Committee approved the External Audit Plan for 2024/25 and received RSM's FE Emerging issues report (Spring 2025). There was a significant discussion around sector developments and changes.</p>	

Min. Ref.	Minutes	Actions
303.	The Committee received a detailed presentation following review of COL45 (ESFA Funding Audit) and were assured around progress made to reduce the risk in this area. Current compliance stood at 93% and DP explained that there remained a risk in this area. It was noted that there may be a challenge in achieving 100% compliance due to the inability to locate students or companies no longer being in existence. DP commented that the College had not received notification of an ESFA Audit, which suggested that the College was not included in the current audit cycle. The Board acknowledged the significant work undertaken by the team, particularly Clare Fielding, in reviewing nearly 2,800 files to achieve the 93% compliance. The Internal Auditors had also praised the work done.	
304.	The Committee reviewed the Risk Management Policy & Strategy and recommended this to the Board for approval.	
305.	The Committee received the DfE Financial Statements Review 2023/24 and the Key Measures Dashboard confirming the assessment of outstanding financial health.	
306.	The Committee received the Schedule of Policies and noted that the full list of policies would be reviewed by the Quality Team.	
307.	The Committee received the Risk Register and noted that there were no significant changes. PN commented that Safeguarding remained one of the top five risks which linked to discussions about the inclusion of this as one of the internal audit review areas.	
308.	<p>Resolved: The Board received the update from the Audit & Risk Committee.</p> <p>b) Minutes from the meeting held on 23 June 2025</p>	
309.	<p>The minutes from the Audit & Risk meeting held on 23 June 2025 had been uploaded to the Governor Hub under the Full Governing Board folder / 15 July 2025 for all Governors information.</p> <p>c) Internal Audit Plan 2025/26</p>	
310.	<p>Resolved: The Board received the Internal Audit Plan 2025/26, noting comments about the potential for a slight change in the Plan.</p> <p>d) External Audit Plan 2024/25</p>	
311.	<p>Resolved: The Board received the External Audit Plan 2024/25.</p> <p>e) Risk Management Policy and Strategy</p>	
312.	Resolved: The Board approved the Risk Management Policy and Strategy.	

Min. Ref.	Minutes	Actions
	<p>25-138 – Appointment of Chair / Vice Chair</p> <p>313. JTH commented that discussions had taken place and SCa had been nominated to take over from MR as Chair. JTH commented that if approved, SCa would be formally confirmed as Chair and the relevant authorities notified accordingly. The change would take effect from 16 July 2025.</p> <p>314. Resolved: The Board approved the appointment of SCa as Chair.</p> <p>315. JTH explained that the College had the capacity to appoint two Vice Chairs. Volunteers were sought for the Vice Chair role. Governors interested in the role, or who would like to discuss this further, were encouraged to contact JTH; this could also be explored during the one-to-one meetings.</p> <p>316. JTH commented that the Search & Governance Committee would also consider this potential vacancy in the context of the Governing Body’s broader skills; it may be an opportunity to bring in external recruitment expertise to address any identified gaps.</p>	
	<p>25-139 – Impact of decisions made on students, staff and stakeholders</p> <p>317. MR commented that the discussions and decision made today would positively impact on continuing to improve the College provision for students, staff and stakeholders.</p> <p>318. JT, on behalf of the Governors, thanked the Student Governors for their contribution to the Board during 2024/25.</p> <p>319. ND commented that she would like to offer some thanks; it had been a positive year, which had been reflected in the meeting. ND commented that from both a financial and student perspective, the progress made had not come easily – it had taken a lot of hard work. ND expressed thanks, echoed by the Governors, to all staff for their contribution to the College success.</p> <p>320. ND passed on her thanks to Governors and particularly to MR for his support over the years. MR thanked ND and commented on the significant role that the College had played in his life; through being a student, to members of his family being students of the College, to being a Governor at the College and commented that he would like to remain involved, perhaps through the HE Employer Advisory Forum.</p> <p>321. MR passed on his thanks to JTH and NF for their support in his role as Chair. MR congratulated SCa on his new role as Chair. PN commented that MR had been very supportive and passed on his thanks.</p> <p>322. ND presented MR with a small token of the College’s appreciation</p>	

Min. Ref.	Minutes	Actions
	<p>25-140 – Date of next meeting</p> <p>323. JTH reminded everyone of the Strategic Planning Day & Corporation Board meeting which would be held on Friday 26 September 2025 from 9.30am at Leeds Trinity University, Leeds City Campus, 1 Trevelyan Square, LS1 6AE. JTH commented there were some excellent external presentations planned and sessions around the implementation of the strategic plan.</p> <p>a) Schedule of Corporation and Committee meetings 2025/26</p> <p>324. JTH commented that the full schedule had been slightly updated based on feedback from the previous meeting. Diary invites would be sent out by NF.</p> <p>325. Resolved: The Board approved the Schedule of Corporation and Committee meetings 2025/26.</p> <p>b) Workplan summary 2024/25</p> <p>326. JTH presented the Workplan summary for 2024/25. A revised Workplan for 2025/26 would be presented to the next meeting.</p> <p>327. Resolved: The Board received the Workplan summary for 2024/25.</p>	<p style="text-align: right;">NF July / August 2025</p>