

LEEDS COLLEGE OF BUILDING

FINANCE & RESOURCES COMMITTEE

Minutes of the meeting held on Monday 8 December 2025 at 2.30pm, North Street, Meeting Room 1 / Microsoft Teams.

PRESENT:

Matthew Shields (MS)	Chair & External Governor
Steve Carmody (SC)	External Governor
Nikki Davis (ND)	Principal & CEO
Ruth Manning (RM)	Associate Governor
Michael Norton (MN)	Staff Governor (<i>attended via Microsoft Teams</i>)

ATTENDANCE: 5 / 8 = % (KPI 63%)

Cumulative attendance: 5 / 8 = 63%

IN ATTENDANCE:

David Pullein (DP)	Vice Principal – Finance & Resources
Sara Mitchell (SM)	Management Accountant
Chris Duncan (CD)	Vice Principal – Finance & Resources from January 2026 (observer)
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
	FR/25/157 – IT Update	
241.	<p>MN presented the IT update and provided a brief overview, and outlined the key activities:</p> <ul style="list-style-type: none"> The mobile phone contract renewal was still on-going; anticipated savings were approximately 62% per month on the current contract. Wi-Fi renewal at South Bank 2 was being finalised; the expected lifespan was 7-8 years. Four new IT rooms had been provided to support English and maths. An additional 95 laptops had been provided for students in English and maths to support additional needs and sensory learning. ILS had also been provided with 10 laptops to support students. The internet connection at South Bank had now been secured. The Cyber Essentials Plus audit is currently ongoing. Replacement laptops for staff (approximately 110) were being progressed and expected to be completed in January 2026. Replacement Edge switches are being progressed for North Street and South Bank. Replacement Core switches were being progressed for South Bank. 	
242.	<p>MS asked if the College would be paying more for its mobile phone package. MN explained that the College had changed the way it handled the mobile phone contracts. Previously each user had an individual allowance for minutes, text and data; the College had now moved to a pooled data plan, which was not available under the previous contract. This approach would deliver significant cost savings and flexibility.</p>	
243.	<p>MS asked if there was any risk involved. MN explained that with the pooled plan a generous data pool has been allocated for all users, reducing the likelihood of overuse charges. This model would also support future growth as the College expanded.</p>	

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244.	Resolved: Committee members received the IT update.	
245.	<p data-bbox="201 271 799 304">FR/25/160 – Policy Approval by Committee</p> <p data-bbox="201 338 424 371">C) GDPR Policy</p> <p data-bbox="201 405 1118 439">MN presented the revised GDPR Policy and outlined the key changes:</p> <ul data-bbox="201 472 1238 1234" style="list-style-type: none"> • Section 1 – rewritten for clarity, explicitly defining Leeds College of Building as the Data Controller and including the ICO registration number. • Section 4 – expanded to detail the roles and responsibilities of the Board of Governors, Data Protection Officer Data Protection Team, managers, and all staff, ensuring accountability at every level. • Section 5 – added to outline the consequences of non-compliance, including disciplinary action and potential criminal liability for breaches. • Section 7.1 – included all possible legal bases for processing personal data, ensuring the policy remained relevant if the College’s processing activities changed. • Section 7.2 – removed, with consent now included as a valid legal basis in Section 7.1. • Section 14.3.1 – updated to remove outdated references to the UK DPA 1998 and reflecting current legislation. • Section 17.1 – revised to emphasise the importance of timely Data Protection Impact Assessments (DPIAs) for new projects and processes. • Section 17.5.1 – added to require DPIAs for new IT systems processing personal data. • Section 18 – introduced to cover CCTV and monitoring, ensure transparency and compliance in surveillance practices. • General language updates – the language had been modernised, removing references to the introduction of GDPR, as the law was now well established. <p data-bbox="201 1267 799 1301">246. MS thanked MN for his comprehensive paper.</p> <p data-bbox="201 1335 1238 1469">247. SC asked if there had been any breaches of GDPR to note and if there was anything that could be learnt from any breaches. MN commented that there had been no breaches; the key issue was training staff to avoid College phishing emails and around GDPR.</p> <p data-bbox="201 1503 991 1536">248. Resolved: Committee members approved the GDPR Policy.</p> <p data-bbox="201 1570 624 1603">249. MN left the meeting at this point.</p>	
250.	<p data-bbox="201 1637 855 1671">FR/25/149 – Appointment of Chair & Vice Chair</p> <p data-bbox="201 1704 1238 1771">JTH commented that the proposed Chair and Vice Chair of the Committee had been shared with and approved by the Board at the meeting on 15 July 2025.</p> <p data-bbox="201 1805 1238 1906">251. Resolved: Rachel Lindley (RL) was appointed Chair of the Committee for 2025/26. Peter Norris (PN) was appointed Vice Chair of the Committee for 2025/26.</p> <p data-bbox="201 1939 1238 1973">252. JTH welcomed Ruth Manning (RM) to the meeting and introductions were made.</p>	

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253. 254.	<p>FR/25/150 – Apologies for Absence</p> <p>Apologies for absence were received from Sarah Wilson (External Governor), Rachel Lindley (External Governor) and Peter Norris (External Governor).</p> <p>In the absence of RL and PN, MS was appointed as Chair of the meeting.</p>	
255.	<p>FR/25/151 – Determination of Observers / Attendees</p> <p>Members agreed attendees / observers at the meeting as per the attendance list above.</p>	
256.	<p>FR/25/152 – Declaration of Interests</p> <p>There were no declarations of interest.</p>	
257.	<p>FR/25/153 – Minutes of the previous meetings</p> <p>Resolved: The minutes of the previous meeting held on 23 June 2025 were accepted as a true record.</p>	
258. 259. 260.	<p>FR/25/154 – Matters Arising</p> <p>Members noted the updates recorded against the matters arising.</p> <p>Item FR/25/141 (217) – JTH explained that the proposed AI training session had been reviewed, and it was suggested moving this forward to 2025/27 or exploring alternative delivery methods. JTH commented that there was a demanding training schedule this year due to recent changes introduced by the White Paper, Ofsted requirements, and internal governance updates.</p> <p>MS noted that excellent progress had been made on resolving actions.</p>	
261.	<p>FR/25/155 – Financial Performance Report – Management Accounts (October 2025)</p> <p>SM presented the Management Accounts for October 2025 and provided a brief overview.</p>	
262. 263. 264. 265.	<p>SM explained that Government Grant income was based on budget rather than actual income while all enrolments were entered onto the system. Apprenticeship enrolments were slightly below plan and therefore the new starts income had been reduced to 90% of budget.</p> <p>SM commented that non pay expenditure was higher than profiled budget due to timing differences between expenditure and income. SM explained that this would be monitored carefully.</p> <p>MS commented that the finances were currently very strong. DP explained that, within the DfE Financial Health Score, the College had the maximum points available (300) and was assessed as Outstanding.</p> <p>Resolved: Committee members received the Management Accounts for October 2025.</p>	

Min. Ref.	Minutes	Actions
	<p>FR/25/156 – Estates / Health, Safety & Environment</p> <p>a) Estates Update</p> <p>266. DP presented the paper which had been prepared by Mark Hudson, Head of Estates, and provided a brief overview.</p> <p>267. DP commented that a significant amount of work had taken place over the summer and once the façade work and the Refectory refurbishment were completed next year, the North Street refurbishments would be complete.</p> <p>268. DP commented that over the last four years the amount of work carried out was quite remarkable. ND agreed and commented that the capital refurbishments and development had improved student experience and facilities.</p>	
269.	<p>Resolved: Committee members received the Estates update.</p>	
	<p>b) Health, Safety & Environment update</p> <p>270. DP presented the paper which had been prepared by Aimee Beckwith (AB) (Health & Safety Advisor) and provided a brief overview.</p> <p>271. DP commented that accident numbers had decreased significantly over the past two years and this improvement was largely due to the proactive work being done in this area. Health & Safety Campaigns were carried out termly to raise the profile of health & safety.</p> <p>272. DP commented that AB had been in her role for approximately 12-18 months and had introduced a hands-on approach; she regularly engaged with staff and students on site to ensure compliance with safety requirements and her commitment had had a noticeable impact.</p> <p>273. DP commented that the College was now committed to the EAUC's Sustainability Leadership Scorecard, which encouraged the College to review operations through a sustainability lens. The key starting point was the Leeds Pipes project, with further initiatives planned to build on this foundation.</p> <p>274. MS commented that the accident statistics reflected the success of recent initiatives and commitment to continuous improvement.</p> <p>275. DP commented that a Sustainability Committee had been formed to look at new initiatives to ensure alignment with the College's strategic aims; proposals would be reviewed by the Strategic Leadership Team over the next 12 months. It was agreed that progress in this area would be brought to the Committee in due course.</p> <p>276. DP commented that connection of the White House heating system to the Leeds Pipes project was being progressed, including the removal of the gas boilers. This would require significant investment and represented a long-term commitment to the College's environmental responsibility and would also result in a cost saving. In response to a comment by SC, it was agreed that work to connect would be undertaken before improvement / refurbishment works to minimise disruption.</p> <p>277. ND commented that AB was actively sharing data and information with Hopwood Hall College and CITB Construction College; comparative analysis showed that the College's performance data exceeded sector benchmarks. Committee members commended the collaborative approach.</p>	<p style="text-align: right;">CD Spring 2026 / TBC</p>

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278.	MS thanked DP for presenting the report and asked that the Committee's thanks were passed on to AB.	DP Dec. 2025
279.	Resolved: Committee members received the Health, Safety & Environment update.	
280.	<p>FR/25/158 – HR update</p> <p>DP presented the paper which had been prepared by Kathryn Wells (KW), Head of HR, and provided a brief overview.</p>	
281.	<p>DP outlined a number of key points:</p> <ul style="list-style-type: none"> • A new structured monthly induction programme had been introduced for all new starters. • Access to online GP services was now available and usage would be monitored. • The probationary and performance review pro formas had been updated and were more aligned to the College's strategic aims and core values. • The Aspiring Teachers and Managers Programme would be rolled out again this year. 	
282.	DP commented that the Staff Survey had now been completed and confirmed that this would be presented to the Board in December.	ND Dec. 2025
283.	RM asked if the Staff Survey was carried out every year. DP confirmed that it was; around 44 colleges in the region were involved in the survey.	
284.	DP commented that the HR team had recently won the UK Leader in Staff Health and Well-being award at the recent Personnel Awards 2025. This was a major achievement considering the College was competing against several large organisations.	
285.	MS thanked DP for presenting the report and asked that the Committee's thanks and congratulations were passed on to KW and her Team.	DP Dec. 2025
286.	Resolved – Committee members received the HR Update.	
287.	<p>FR/25/159 – Sub-Contracting & Partnership Update</p> <p>DP presented the paper which had been prepared by Clare Fielding, Head of Compliance, and explained that this sub-contracting was being run down and there had been no impact on income. This would decrease risk in this area.</p>	
288.	ND commented that a Written Resolution had been approved regarding sub-contracting with the West Yorkshire Combined Authority (WYCA) in relation to Wave 6 bootcamps. This would be the start of a relationship with WYCA, linking to the College's CTEC status and a model that WYCA wanted to roll out longer term. ND explained that this was new for the College and sub-contractors would be brought in to supported by due diligence and performance monitoring whilst the College grew its capacity. ND was confident in the provider selected; they already worked with a number of the College's large employers and had done so for a number of years.	
289.	Resolved: Committee members received the Sub-Contracting & Partnership Update.	

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<p>290.</p> <p>291.</p> <p>292.</p> <p>293.</p> <p>294.</p>	<p>FR/25/160 – Policy Approval by Committee</p> <p>A) Staff Charter</p> <p>DP presented the revised Staff Charter for approval. The Charter had been reviewed to ensure it was aligned to the College’s strategic aims and values.</p> <p>Resolved: Committee members approved the Staff Charter.</p> <p>B) Fees Refund Policy</p> <p>DP presented the revised Fees Refund Policy for approval and explained that there had been no changes.</p> <p>RM raised a question regarding the Higher Education tuition fees and commented that in her previous role they had followed the Student Loan Company’s refund policy, e.g. if a student withdrew mid-year they would receive a refund. RM commented that she could not see anything similar mentioned in the Policy. DP agreed to review this.</p> <p>Resolved: Committee members approved the Fees Refund Policy, subject to the point referred to above.</p>	<p>DP Dec. 2025</p>
<p>295.</p> <p>296.</p> <p>297.</p> <p>298.</p>	<p>FR/25/161 – Policy Approval to recommend to Board</p> <p>a) Pay Policy</p> <p>DP presented the revised Pay Policy and explained that KW had provided a table to outline the changes.</p> <p>Resolved: Committee members recommended the Pay Policy for approval by the Board.</p> <p>b) Grievance Procedure for Staff</p> <p>DP presented the Grievance Procedure for Staff, which had been reviewed, with no changes necessary.</p> <p>Resolved: Committee members recommended the Grievance Procedure for Staff for approval by the Board.</p>	
<p>299.</p> <p>300.</p>	<p>FR/25/162 – Consideration of risks relating to the Committee</p> <p>DP presented Agenda Item FR/25/162 and commented that there had been no changes to the risks. DP explained that the ESFA Funding Audit risk remained at Risk Rating 27; although 97% of learner files were not compliant there was still a risk of clawback if an audit was carried out. Once an Audit had been carried out the risk would be reviewed.</p> <p>Resolved: Committee members noted the risks relating to the Committee.</p>	

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301. 302. 303. 304.	<p>FR/25/163 – Other Assurance</p> <p>a) Department for Education: Financial Forecasting Return 2025 to 2027</p> <p>DP presented the Department for Education letter, which provided confirmation that the DfE agreed with the assessment of Outstanding financial health for 2024/25 and 2025/26.</p> <p>b) Department for Education: Governor Dashboard</p> <p>DP presented the Department for Education: Governor Dashboard for noting.</p> <p>c) RSM FE Emerging Issues – Autumn 2025</p> <p>DP presented the RSM FE Emerging issues publication for noting.</p> <p>Resolved: Committee members noted the DfE College Financial Forecasting Return 2025 to 2027, the DfE Governor Dashboard and RSM's FE Emerging Issues Autumn 2025.</p>	
305. 306.	<p>FR/25/164 – Committee Self Evaluation</p> <p>JTH presented the Committee Self Evaluation and provided a brief overview. JTH explained that Item 2.19 regarding the College's Carbon Management Plan would be reviewed following the connection to the Leeds Pipeline.</p> <p>Resolved: Committee members noted that the Committee had discharged the delegated responsibilities within the Terms of Reference.</p>	
307. 308.	<p>FR/25/165 – Committee Terms of Reference</p> <p>JTH commented that no changes were required to the Terms of Reference.</p> <p>Resolved: Committee members recommended the Terms of Reference to the Board for approval.</p>	
309. 310.	<p>FR/25/166 – Matters to be reported to the Board</p> <p>Action for the Board to take Pay Policy & Grievance Procedure – Recommended for Board approval. Committee Terms of Reference – Recommended for Board approval.</p> <p>Action taken by the Committee GDPR Policy – Approved with updates; staff training to continue. Staff Charter & Fees Refund Policy – Approved; DP to review HE refund alignment with Student Loan Company guidance. Management Accounts – SM to remove student names for GDPR compliance. Health & Safety – DP to pass Committee's thanks to H&S Advisor; Sustainability Committee progress to be reported in Spring 2026. HR Update – ND to present Staff Survey results to Board in December; DP to convey congratulations to HR team. Forward Planning – AI training session deferred to 2026/27 due to governance and Ofsted priorities.</p>	

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311.	<p>Assurance to Board</p> <p>Financial Health – College assessed as Outstanding by DfE (maximum score 300); confirmed in DfE Financial Forecasting Return</p> <p>Management Accounts – Finances strong; non-pay overspend due to timing differences, monitored closely.</p> <p>Estates – Major refurbishments ongoing at North Street; significant improvements in student facilities.</p> <p>Health & Safety – Accident numbers reduced significantly; proactive campaigns and sector-leading performance.</p> <p>Sustainability – Commitment to EAUC Scorecard and Leeds Pipes project; long-term cost savings and environmental benefits (for implementation at White House).</p> <p>HR – New induction programme, updated performance review processes, and award for Staff Health & Well-being.</p> <p>Subcontracting – Risk reduced; WYCA bootcamp partnership approved with due diligence.</p> <p>DfE Governor Dashboard (shared with the Board) & RSM Emerging Issues – Noted for sector context.</p>	
312.	<p>Alerts to Board</p> <p>ESFA Funding Audit Risk – Rated 27; 97% learner files compliant but clawback risk remains until audit completed.</p> <p>Apprenticeship Enrolments – Slightly below plan; income reduced to 90% of budget.</p> <p>Policy Gap – HE Fees Refund Policy may need alignment with Student Loan Company standards.</p>	
	<p>FR/25/167 – Any Other Business</p> <p>313. MS requested that the student names within the Management Accounts were removed due to GDPR issues. SM would action this.</p> <p>314. The Committee’s forward plan for 2025/26 was noted.</p> <p>315. MS commented that a strong set of well written papers had been presented to the Committee and passed on his thanks.</p>	<p style="text-align: right;">SM Dec. 2025</p>
315.	<p>FR/25/168 – Date of Next Meeting</p> <p>The next meeting was scheduled for Monday 23 February 2026 at 2.30pm (North Street).</p>	