

LEEDS COLLEGE OF BUILDING

CORPORATION MEETING

Minutes of the meeting held on Tuesday 16 December 2025 at 4.00pm, North Street / Microsoft Teams.

PRESENT:

Steve Carmody (SCa)	Chair of the Corporation / External Governor
Sandra Burnhill (SB)	External Governor
Phil Burgess (PB)	External Governor
Nikki Carthy (NC)	Staff Governor (joined the meeting at 5.00pm)
Nikki Davis (ND)	Principal & Chief Executive
Sammy Lambert (SL)	External Governor
Rachel Lindley (RL)	External Governor
Peter Norris (PN)	External Governor
Michael Norton (MN)	Staff Governor (<i>attended via Teams</i>)
David Russell (DR)	External Governor (<i>attended via Teams</i>)
Matthew Shields (MS)	External Governor (<i>attended via Teams</i>)
Julie Tolley (JT)	External Governor (<i>attended via Teams</i>)
Sarah Wilson (SW)	External Governor (<i>attended via Teams</i>)

ATTENDANCE: 13 / 14 = 93% (KPI 80%)

Cumulative attendance: 44 / 51 = 86%

IN ATTENDANCE:

Rob Holmes (RH)	Vice Principal – Quality, Curriculum & Innovation (<i>attended via Teams</i>)
David Pullein (DP)	Vice Principal – Finance & Resources
Steve Connell (SC)	Assistant Principal – Study Programmes, English / Maths, High Needs & Construction Crafts
Chris Tunningley (CT)	Assistant Principal – Adults, HE & Apprenticeships
Richard Lewis (RLe)	RSM (Agenda Item 25-177 e) (<i>attended via Teams</i>)
Daniel Grimes (DG)	Head of Quality Improvement (Observer)
Dwayne Hutchinson (DH)	Observer
Jane Taylor-Holmes (JTH)	Director of Governance
Nancy Fearnside (NF)	PA to Strategic Leadership Team (Minutes)

Agenda: There were no changes to the agenda.

Min. Ref.	Minutes	Actions
460.	SCa welcomed everyone to the meeting. Introductions were made.	
	25-165 – Apologies for Absence	
461.	Apologies for absence were received from: James Dunford (JD) – External Governor.	
	25-166 – Determination of Observers / Attendees	
462.	The Board agreed attendees / observers at the meeting as per the attendance list.	
	25-167 – Confirmation of Eligibility, Quorum and Declarations of Interest	
463.	No notice had been received of any member becoming ineligible.	
464.	The meeting was quorate.	

Min. Ref.	Minutes	Actions
465.	Staff members declared an interest in Item 25-172 (Section 4.6).	
466.	JTH reminded all Governors to complete the Declaration of Interests, Automatic Disqualification Declaration and Code of Conduct forms. Forms were available for Governors to complete and an email reminder would be sent to Governors.	JTH/NF Dec. 2025
	25-168 – Minutes of the previous meetings	
467.	Resolved: The minutes of the previous meetings held on 26 September 2025, and 15 October 2025 were approved as a true and accurate record.	
	25-169 – Matters Arising	
468.	Governors noted the updates against the matters arising.	
469.	Item 25-132 (190) – JTH commented that this was included in Item 25-172.	
470.	Item 25-151 (367) – JTH commented that the NEET issue had been included on the agenda for the additional Strategy Day planned for 10 March 2026. JTH explained that all Governors had been invited to this.	
	25-170 – Appointment of Student Governors	
471.	ND explained that a Student Rep meeting would be taking place on 17 December, where student governors would be nominated. ND referred to the increased levels of interest in student engagement roles and commented that there was the possibility of forming a Student Council, depending on the level of interest. It was agreed that it was important to encourage student participation and student voice. JT confirmed that she was attending the meeting on 17 December and would provide information on the role of Governors.	
472.	SCa recognised that joining the Board could be challenging for students and the focus remained on improving student engagement and creating more opportunities for meaningful participation between Governors and students.	
473.	Resolved: The Board noted the update regarding Student Governors.	
	25-171 – Chair’s Report & activity report from Governors	
474.	SCa invited Governors to feedback from Link Governor meetings / activities carried out.	
475.	SB commented that she had met with Daniel Grimes (Head of Quality Improvement) in her role of Quality Link Governor. The lesson observation process was working well and continued to support improvements in teaching and learning. Numerous Continuing Professional Development (CPD) opportunities had been introduced (e.g. Brick by Brick) and were proving effective. Recruitment from industry was progressing, with training programmes in place to provide support to new teachers. Greater visibility of data was seen and tools such as Teacheramics and new AI solutions were being used effectively to enhance teaching and gather student feedback.	

Min. Ref.	Minutes	Actions
476.	SB commented that meeting the needs of SEND learners remained a challenge and additional training was required to ensure teachers could address the diverse needs of students effectively.	
477.	SB commented that she had also met with Nicky Robinson (Head of ILS), in her role as SEND Link Governor. SB commented that she had observed four lessons, which was encouraging as students were highly engaged; these included two Brickwork sessions (one with school groups), a Painting and Decorating session, and an English lesson - all of which were well-delivered and engaging.	
478.	Key highlights included a significant increase in the number of SEND (Special Educational Needs and Disability) / High Needs learners, which the College was working hard to accommodate. SB commented that this trend was sector-wide and not limited to the College; there was a growing demand coming from primary and secondary schools. SB commented on the need for Governors to be aware of emerging needs. A key message to the Board was that recruitment remained a challenge, particularly in securing sufficient staff to meet demand.	
479.	SB confirmed that both Link Governor reports were on the Governor Hub.	
480.	SB commented that she had also participated in Assistant Principal interviews alongside JT and JTH, which went well.	
481.	SB also referred to the student awards evening which she and other Governors attended at the end of September. It was agreed that this was a fantastic celebration of student success.	
482.	ND confirmed that DP's replacement, Chris Duncan, would be commencing in his role of Vice Principal in January 2026.	
	<p>25-172– Principal's update</p> <p>483. ND presented Item 25-172 and provided an overview.</p> <p>484. ND commented on a number of success stories from the autumn term:</p> <ul style="list-style-type: none"> • SkillBuild final in Milton Keynes (two medals in Roof Slating & Tiling) • Staff Health and Well-being award through Personnel Today • A Brickwork lecturer was nominated for membership of the City & Guilds Foundation • The College was awarded Best HE and FE Provider Supporting Careers in Construction at the Building The Future Awards • LCB, together with BAM, has been nominated for Best Partnership in Training at the Apprenticeship & Training Awards 2026 • The Santa's Workshop event for approximately 50 young children was a great success and the event had already been planned for next year • Stone dressing initiative held to gain traction on social media and promote traditional skills and staff engagement. <p>ND explained that the local MP had attended the Santa's Workshop and was engaged with the College.</p>	

Min. Ref.	Minutes	Actions
485.	ND commented that good progress was being made against the Key Performance Indicators and an update would be available in January following a second term review. The role of the new Head of Digital and AI was noted as a support to progress reporting in this area.	
486.	<p>ND outlined a number of key policies and national developments including the Youth Guarantee:</p> <ul style="list-style-type: none"> • £820m funding, but questions remained on capacity and implementation. • Fully funded Apprenticeships for eligible 16-24 year olds in SMEs. • Expansion of Foundation Apprenticeships. • Jobs Guarantee for young people out of work the longest (25 hours paid work). • Improved data sharing to reduce NEET risk. 	
487.	ND commented that the budget had highlighted the current challenging economic picture.	
488.	ND provided an update on the Construction Technical Excellence College (CTEC). ND commented that a CPD Development Day had taken place recently to share ideas between Colleges in the CTEC. This had been successful and there was an increase in national engagement around the CTEC's. The balance between collaboration and competition was noted.	
489.	ND commented on the recent cyber attack at NCFE (an awarding organisation); this had been managed but was a timely reminder that vigilance was always needed in this area. NCFE had offered to share any learning from the incident.	
490.	ND provided the recommendation of a 5% pay award for all staff, inclusive of Senior Postholders. The budget had been agreed at 4% and an additional 1% would equate to a cost of £170,000 which, if approved, would be paid in January to all staff (except Senior Postholders, who would receive the pay in April) and backdated to August 2025.	
491.	SCa commented that staff retention and development was important and the increased pay award would be a positive step. It was noted that the pay award was above current inflation.	
492.	SB questioned the Apprenticeship recruitment. DP commented that whilst this was lower than planned, the 16-19 in-year growth (approximately £1m) would offset the Apprenticeship income reduction.	
493.	RL raised a question regarding Ofsted and the increased focus on inclusion and questioned whether this topic would be included in the Strategy Day. SCa agreed and commented that this would be included in the NEET (not in Education, Employment or Training) / Inclusion discussion.	March 2026
494.	PN raised a question regarding the SEND provision. ND explained that it was highly unlikely that current budgets would increase; funding was received from the Local Authority but pressures on SEND provision were increasing nationally and locally. Support for SEND Apprentices also required focus. There was an increasing pressure on education providers in relation to SEND.	

Min. Ref.	Minutes	Actions
495.	ND provided an update on capital funding and commented that there had been no major changes. Some capital would be allocated to strategic authorities within the CTEC region but distribution remained unclear. Nationally £3billion had been allocated for SEND capital projects. ND commented that Leeds could receive funding for 4-5 new schools, although Councillor Hayden had discretion to redirect funds to existing providers if appropriate.	
496.	DP commented that consultancy fees for the White House were currently approved for payment by the CTEC, however future planning would require careful financial management.	
497.	Resolved: The Board received the Principal's update and approved a 5% pay award for all staff (excluding Senior Postholders), to be paid in January 2026 and backdated to August 2025. The Board approved the pay award of 5% for Senior Postholders to be made in April 2026 and backdated to August 2025.	
25-173 – Staff Survey Results		
498.	ND presented Item 25-173 and provided an overview. Staff engagement had improved significantly, with response rates rising from 30% in 2021/22 to 66% this year. The majority of results were positive, particularly in well-being and absence management, and this was attributed to HR initiatives led by KW. Communication remained an area for improvement, but progress was being made; there was a clearer understanding of the issues and teams were working on ensuring better information flow across all levels. ND commented that overall the results reflected a positive trajectory.	
499.	JT raised a question regarding the comparator results and asked why there were so few colleges involved. ND stated that this was not a compulsory return; FE colleges who wished to participate sent their results to York College who undertake the analysis. It was agreed that the value was in seeing improvement in the College scores year on year.	
500.	SW commented that the results indicated a general improvement; however she raised concern regarding the communication scores, which consistently appeared lower than the other areas. SW questioned whether this was because communication was inherently more challenging to measure, or were there other factors influencing these results.	
501.	ND commented that communication would always present challenges because it was impossible to meet every individual's preference. However, progress had been made and focused specific improvements implemented. ND commented that effective communication was a two-way process, staff needed to attend and engage to stay informed. ND explained that unless attendance at College updates etc. was made mandatory the gap would not be completely closed.	
502.	SCa commented that communication was key during a period of change (such as periods of growth and the CTEC) and should be planned for proactively. As new staff were brought in it was important to embed them effectively and ensure they felt part of the team.	

Min. Ref.	Minutes	Actions
503.	DR commented that, based on his experience as a Governor, he had observed very high levels of satisfaction, as evidenced by survey results. While fewer institutions chose to conduct satisfaction surveys, he believed it was commendable that the College continued to do so. This approach had consistently yielded positive outcomes, and he congratulated the College on another strong performance in this area.	
504.	PN raised a question regarding career progression as an area of previous focus. ND commented that the management development programme was continuing and a Strategic Leadership course would be launched in the spring; this would take some time to embed but it was an important step forward. ND commented that restructuring had already created opportunities, e.g. one participant from the Aspiring Managers programme had recently been promoted.	
505.	Resolved The Board noted the Staff Survey Results.	
	<p>25-174 – Search & Governance</p> <p>a) Overview from Committee Chair</p> <p>506. JTH provided an overview of the Search & Governance Committee held on 7 October 2025.</p> <p>507. Action for the Board to take</p> <ul style="list-style-type: none"> • Confirm compliance with the AoC Code of Good Governance and confirm the adoption of the new AoC Code of Good Governance. • Receive the Search and Governance Committee Annual Report noting that no recommendations are made to amend the Terms of Reference and that the Committee confirmed that the Committee had undertaken its duties outlined in the Terms of Reference during 2024/25. • Approval of the Review of Confidential Business 2024/25. • Appointment of External / Student Governors. • Approval of the Committee memberships. • Receive the approved Code of Conduct for Governors and agreed to sign to confirm Governor compliance with this. • Approval of the Scheme of Delegation. <p>508. Assure the Board</p> <ul style="list-style-type: none"> • The Committee had reviewed Governor attendance, Link Governor activity and Board KPIs and were assured that any issues identified had been discussed with Governors as part of the one-to-one process. • The Committee had considered the initial feedback from the one-to-one process and on completion of the process would include improvement themes within the Governance Improvement Plan. • The Governance Improvement Plan remained under review with good progress against the areas identified. • Vacancies, and future vacancies on the Board and Committees were being managed with agreed actions to take in relation to further recruitment and through the monitoring of the Corporation membership register and succession plan. JTH explained that the College had been successful in obtaining DfE funding for two Governor positions; Vice Chair and Chair of the Search and Governance and Senior Postholder Committees. Three applications had been received and initial interviews were planned with the applicants in January 2026. 	

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	<ul style="list-style-type: none"> • The Committee had approved the Chair and Governor role descriptions and the Appointment, Re-appointment and Removal of Governors Procedures. • The Committee had reviewed the risks linked to the Committee and suggested the amendment of the risk to reflect the focus change to ensuring that the Chair is well supported. • The Committee had reviewed and approved the Committee workplan. 	
509.	<p>Resolved: The Board received the update from the Search & Governance Committee.</p>	
	<p>b) Minutes from the meeting held on 7 October 2025</p>	
510.	<p>The minutes from the Search & Governance meeting held on 7 October 2025 had been uploaded to the Governor Hub under the Full Governing Board folder / 16 December 2025 for all Governors' information.</p>	
	<p>c) Review of compliance against revised Association of Colleges (AoC) Code of Good Governance</p>	
511.	<p>JTH commented that a review of compliance had been carried out and discussed at the Search & Governance meeting. JTH explained that there were six fundamental Governance principles in the new Code and commented that after self-assessment it was recommended that the College was compliant with these and could provide evidence to support the position.</p>	
512.	<p>Resolved: The Board approved the review of compliance against the revised AoC Code of Good Governance.</p>	
	<p>d) Search & Governance Annual Report 2024/25</p>	
513.	<p>JTH presented the Search & Governance Annual Report 2024/25, which had been recommended for approval by the Search & Governance Committee. Governors were referred to attendance statistics and benchmarking, the review of the work of the Committee during 2024/25 and the focus for the Committee during 2025/26.</p>	
514.	<p>Resolved: The Board approved the Search & Governance Annual Report 2024/25.</p>	
	<p>e) Review of confidential information</p>	
515.	<p>JTH explained that a review of all the confidential matters considered during 2024/25 had been carried out by the Search & Governance Committee. These related to a number of matters including Ofsted, SLT structure, pay award and were recommended as confidential due to commercial sensitivity or the personal nature of the information. The Search & Governance Committee had recommended that all matters should remain confidential</p>	
516.	<p>Resolved: The Board approved the retention of all confidential matters in 2024/25.</p>	

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	<p>f) Code of Conduct</p> <p>517. JTH referred to the updated Code of Conduct (19th Edition) and confirmed that this applied to all Governors. JTH explained that the College subscribed to the Eversheds Sutherland support package, which ensured the Code was regularly updated and reflected best practice and requirements. A summary of changes was included, primarily reflecting updates from the Department for Education and terminology adjustments. The Search & Governance Committee recommended approval of the formal adoption of the Code of Conduct.</p> <p>518. Resolved: The Board approved the adoption of the revised Code of Conduct.</p> <p>g) Scheme of Delegation</p> <p>519. JTH presented the Scheme of Delegation which had been recommended for approval by the Search & Governance Committee. JTH explained that the document outlined the responsibilities for approvals and delegation between the Governing Body and its Committees.</p> <p>520. Resolved: The Board approved the Scheme of Delegation.</p> <p>h) Governance Improvement Plan</p> <p>521. JTH explained that the Governance Improvement Plan would be updated over the coming weeks to incorporate the themes from the Governor one to ones which had been undertaken by SCa and JTH in September 2025. The updated Governance Improvement Plan would be considered by the January Search & Governance Committee.</p> <p>522. Resolved: The Board noted the Governance improvement Plan.</p> <p>i) Committee Memberships</p> <p>523. JTH explained that the Committee Membership structure had been updated and included assigning new members to various Committees. JTH commented that discussion would take place with PB regarding which Committee would be the best fit and an updated structure would be presented at the March meeting.</p> <p>524. Resolved: The Board approved the Committee Memberships structure.</p> <p>j) Link Governor schedule</p> <p>525. JTH explained that a review of the Link Governor Schedule had taken place at the recent Search & Governance meeting. Several issues had been identified: some areas did not fit well within the existing structure, additional responsibilities had been added over time and there was some duplication.</p> <p>526. JTH commented that various adjustments were being considered to the Link Governor Schedule to better reflect the new Ofsted framework and Governors' statutory responsibilities. A number of proposals had been made, including combining SEND and Inclusion roles and adding Quality as a distinct area. It was agreed that the updates would be included and the Link Governor schedule would be considered by the January Search and Governance Committee.</p>	
		<p>S&G Committee January 2026</p>

Min. Ref.	Minutes	Actions
527.	RL commented that HR was one of the substantial elements of the Finance & Resources Committee and suggested that a Governor with HR expertise could be recruited. JTH commented that applications had been received from three potential Governors and these were being progressed. The possibility of recruiting a Governor to Chair the Senior Postholder Committee had also been discussed, with a view to providing HR expertise.	S&G Committee January 2026
528.	JTH explained the Link Governor process; a brief form was available to complete and submit to JTH who would then upload this to the Governor Hub.	
529.	PN queried whether the Link Governor role achieved what the College wanted to achieve. SCa agreed that this would be reviewed to ensure engagement, Governors were comfortable and confident and that feedback was being received. It was agreed that the review would consider the engagement with students as part of the process.	
530.	Resolved: The Board approved the Link Governor Schedule.	
	<p data-bbox="197 792 596 828">25-175 – Senior Post Holder</p> <p data-bbox="86 873 1248 1008">531. SCa commented that, as shared with Governors at the 11 November training session, the Senior Postholder Committee was currently considering salary benchmark data (AoC Annual Remuneration Survey) and it was aimed that proposals would be ready early next year.</p> <p data-bbox="197 1043 702 1079">a) Overview from Committee Chair</p> <p data-bbox="86 1120 1248 1187">532. SCa provided an overview of the Senior Post Holder Committee held on 7 October 2025.</p> <p data-bbox="86 1227 1248 1330">533. Action for the Board to take</p> <ul data-bbox="197 1263 1168 1330" style="list-style-type: none"> • Board to receive the Senior Postholder Committee Annual Report • To consider senior pay against the AoC Annual Remuneration Survey. <p data-bbox="86 1366 1248 2016">534. Assure the Board</p> <ul data-bbox="197 1402 1248 2016" style="list-style-type: none"> • The Committee had reviewed the process in relation to target setting for 2025/26 and agreed that this would be postponed pending the recruitment to the VP role and the recruitment to the Chair of the Committee role. This would also be considered and reviewed against the FEC guidance in this area and be brought to the Committee in January 2026. Target completion for 2024/25 would be provided to the Committee by email once final performance data was received. • The Committee had received and considered the AoC Annual Remuneration Survey and had discussed some disparity in some of the pay for some Senior Postholders. Further information had been shared with Governors on 11 November. • The Committee had received an update on senior team structure and recruitment to ensure that this was fit for purpose and provided a robust and fair structure aligned to the future strategic intent of the College. • That the VP recruitment process completed with approval taking place at the extraordinary Board meeting on 15 October. • The Committee had approved the Senior Postholder Disciplinary and Grievance Procedures. 	

Min. Ref.	Minutes	Actions
535.	<ul style="list-style-type: none"> The Committee had reviewed the Terms of Reference and agreed that the Committee had discharged the responsibilities of the Committee. No changes to the Terms of Reference were proposed. Agreed the workplan for 2025-26. <p>Resolved: The Board received the update from the Senior Post Holder Committee.</p> <p>b) Senior Post Holder Annual Report 2024/25</p>	
536.	JTH presented the Senior Post Holder Annual Report 2024/25. The Annual Report detailed the activities of the Committee during 2024/25 and the report was a requirement under the AoC Code on Senior Pay.	
537.	Resolved: The Board approved the Senior Post Holder Annual Report 2024/25.	
538.	<p>25-176 – Quality, Curriculum & Performance</p> <p>a) Overview from Committee Chair</p> <p>SB provided an overview of the Quality, Curriculum & Performance Committee meetings held on 21 October 2025 and 2 December 2025.</p>	
539.	<p>Action for the Board to take</p> <p>21 October 2025</p> <ul style="list-style-type: none"> Approve the Diversity, Equity, Inclusion and Belonging (DEIB) Policy. <p>2 December 2025</p> <ul style="list-style-type: none"> Approve the Self-Assessment Report (SAR). 	
540.	<p>Assure the Board</p> <p>21 October 2025</p> <ul style="list-style-type: none"> That the Committee had received a spotlight on progress within Maths and English and were assured that the challenges in this area were understood. In particular, the link between attendance and achievement was discussed. The Committee had also received a spotlight on Safeguarding and Prevent, noting the increase in Safeguarding cases and received assurance around the initiatives introduced to strengthen safeguarding. The College involvement in the local Prevent agenda was also discussed. The Committee received a presentation on Student Induction & Student Voice and were assured by the consistency of the approach to student induction. The plans in relation to Student Voice were noted along with how Governors were able to get involved in the process. The Committee had received the Quality Report and were assured around progress being made following the embedding of various initiatives over the last two years. The introduction of a dashboard had been discussed, and as agreed, this was shared with Governors (along with an update on the Post-16 Education and Skills White Paper) at the Training session on 11 November. The Committee had received the HE update and a review of compliance against OfS requirements. The Committee were assured by the achievement in the HE area particularly in relation to T-Levels and the assessment of compliance with OfS requirements. The Committee had received assurance that the relationship with university partners was well managed. 	

Min. Ref.	Minutes	Actions
	<ul style="list-style-type: none"> • The Committee had received and reviewed the Quality Improvement Plan agreeing that the prioritisation of some areas, such as Maths and English and the linking of the areas to KPIs and the strategic plan, would be considered. The process for SAR validation had been noted, and the Committee were assured that the process would enable the draft SAR to be reviewed by the Committee and the Board in December. • Committee members had noted positive progress and coverage of strategic strands in the Diversity, Equity, Inclusion & Belonging (DEIB) Annual Report 2024/25. • An update on the new Ofsted inspection framework was provided, and the Committee were assured that the team were undertaking training and had robust plans in place to respond to the notification of an inspection. • Committee members had approved the Behaviour & Relationship Management Policy. • Committee members had reviewed the Committee compliance with the Terms of Reference and were satisfied that all responsibilities included within these had been appropriately discharged. The Committee had suggested that Ofsted training for all Governors could be included in the Governor training plan. <p>2 December 2025</p> <ul style="list-style-type: none"> • SAR & External Validation – Judged accurate, evidence-led, aligned with Ofsted’s 2025 Report Card model. • Ofsted Readiness – Preparations progressing; staff briefed; working groups established. • Student Experience – SPOC survey shows: <ul style="list-style-type: none"> ○ 94% overall satisfaction (+2%). ○ 97% feel safe (highest ever). ○ Behaviour management improved to 96%. • Teaching Quality – PGOs show 73% staff meeting expectations (up from 43% last year). • Retention – EPYP retention at 99.7% (16–18) and 97% (19+). • Awards – College won multiple national awards (Construction Apprenticeship College of the Year, Building Futures Award, Personnel Award for Well-being). • HE Compliance – OfS requirements being met; consultation on regulatory changes noted. 	
541.	<p>Alert the Board</p> <p>2 December 2025</p> <ul style="list-style-type: none"> • Apprenticeships – Rated Red in SAR; achievement rates were a focus for improvement. • Inclusion – Amber rating; risk of undermining EPYP and High Needs if not embedded effectively. • English & Maths – Attendance for 16–18 remained low (55.6%); further focus on improvement despite progress. • QIP Risks – 6 of 9 targets rated high risk (scores 7–8); early-year evidence limited; suggestions for improved reporting to add year end forecast being considered. • SPOC Survey Participation – Adult and Apprenticeship responses still below desired levels. • Employer Engagement – Attendance at Employer Boards lower than expected; needs strengthening. 	

Min. Ref.	Minutes	Actions
	<ul style="list-style-type: none"> • Withdrawal Trends – 218 EPYP withdrawals; continued monitoring and school-college collaboration. 	
542.	<p>Resolved: The Board received the update from the QC&P Committee.</p>	
543.	<p>It was agreed that a summary of feedback from the Committees would be included as a paper on future Board agendas.</p>	<p>Action: Committees March 2026</p>
	<p>b) Minutes from the meetings held on 21 October 2025 and 2 December 2025</p>	
544.	<p>The minutes from the Quality, Curriculum & Performance Committee meetings held on 21 October 2025 and 2 December 2025 had been uploaded to the Governor Hub under the Full Governing Board folder / 16 December 2025 for all Governors' information.</p>	
	<p>c) Self-Assessment Report / Quality Improvement Plan</p>	
545.	<p>RH explained that the Self-Assessment Report had been available on the Governor Hub for approximately three weeks. Several other documents were available on the Governor Hub to explain the process undertaken this year. These were:</p> <ul style="list-style-type: none"> • Alignment Document – this provided assurance on how the internal evidence aligned with Ofsted requirements. • Summary Report – a condensed version highlighting key points for easier review. • External Validation Report – this confirmed that, in addition to internal scrutiny, the report had undergone external validation and this had also been reviewed by the Quality, Curriculum & Performance Committee. 	
546.	<p>RH explained that at the December Quality, Curriculum & Performance meeting a detailed discussion had taken place, with constructive feedback received. Adjustments were made to strengthen areas such as English, maths and adult provision.</p>	
547.	<p>SB confirmed that a long discussion had taken place around the SAR grading and the External Validation Report was a useful report which provided external validation of the self-assessed grades.</p>	
548.	<p>Resolved: The Board approved the Self-Assessment Report and the proposed grades and noted the Quality Improvement Plan.</p>	
	<p>d) Diversity, Equity, Inclusion & Belonging (DEIB) Policy</p>	
549.	<p>RH presented the Diversity, Equity, Inclusion & Belonging (DEIB) Policy which had been discussed at the Quality, Curriculum & Performance Meeting and recommended to the Board for approval.</p>	
550.	<p>Resolved: The Board approved the Diversity, Equity, Inclusion and Belonging (DEIB) Policy.</p>	

Min. Ref.	Minutes	Actions
	<p>25-177 – Audit & Risk</p> <p>551. RLe joined the meeting at this point.</p> <p>a) Overview from Committee Chair</p> <p>552. MS provided an overview of the Audit & Risk Committee and the Joint A&R and F&R meetings held on 8 December 2025.</p> <p>Audit & Risk Committee</p> <p>553. Items to be provided to the Board for information:</p> <ul style="list-style-type: none"> • Audit Committee Annual Report – subject to approved amendment. <p>Items recommended to the Board for approval:</p> <ul style="list-style-type: none"> • Terms of Reference. <p>Actions from meeting</p> <p>554. <ul style="list-style-type: none"> • Internal and External Audit contracts would be reviewed with tender exercises being undertaken where deemed necessary by the Committee. • Policy Review - Committee requested a review of the extensive policy schedule to distinguish core governance policies from operational procedures and consolidate where possible. Action: SLT to develop a streamlined policy framework and report back. </p> <p>555. Key Assurances</p> <ul style="list-style-type: none"> • Internal Audit Follow-Up - 100% compliance with previous recommendations verified through evidence testing - strong assurance compared to sector norms. • Internal Audit Reports - ESFA Mock Funding Audit: Substantial assurance, only two low-priority recommendations; significant improvement in compliance. • 16–18 Curriculum Planning: Substantial assurance, no recommendations. • 16–19 Bursary Fund: Reasonable assurance, two recommendations; learner welfare prioritised, facial recognition system planned to strengthen controls. • Follow up: all recommendations completed with increased evidence testing. • Annual Internal Audit Opinion - Reasonable assurance that risk management and internal controls were operating effectively; no material control failures identified. Governance opinion in Financial Statements and in Audit Committee Annual Report. • Risk Management - Succession risks to be removed following appointments. • Business Continuity - Comprehensive plan completed; external assurance and testing scheduled. <p>Alerts / Areas for Board Attention</p> <p>556. Review of current Internal and External Audit contracts.</p> <p>Joint Audit & Risk and Finance & Resources Committee</p> <p>557. Items recommended to the Board for approval:</p> <ul style="list-style-type: none"> • The Financial Statements for the year-ended 31 July 2025 • The Audit Findings for the year-ended 31 July 2025. <p>558. Resolved: The Board received the update from the Audit & Risk Committee.</p>	

Min. Ref.	Minutes	Actions
	b) Minutes from the meeting held on 8 December 2025 and Joint A&R and F&R meeting	
559.	The minutes from the Audit & Risk meeting and the Joint Audit & Risk and Finance & Resources meeting held on 8 December 2025 had been uploaded to the Governor Hub under the Full Governing Board folder / 16 December 2025 for all Governors' information.	
	c) Audit Committee Annual Report 2024/25	
560.	JTH presented the Audit Committee Annual Report 2024/25. JTH commented that the Governance section from the Financial Statements had now been included in the report.	
561.	Resolved: The Board approved the Audit Committee Annual Report 2024/25.	
	d) Representation Letters to RSM for LCB	
562.	DP explained that the two representation letters (Audit of Financial Statements and Regularity Assurance Engagement) required signature by the Chair and Principal (Accounting Officer). The letters confirmed that all required information had been supplied to the Auditors.	
563.	Resolved: The Board approved the signature of the two letters by the Chair and Principal.	
	e) Audit Findings Report covering statutory & regularity audit for 2025/26	
564.	RLe presented the Audit Findings Report and confirmed that all outstanding work had been completed. RLe confirmed that an unqualified opinion (best possible outcome) would be issued on both the financial statements and the regularity.	
565.	RLe commented that significant risk areas had been reviewed including income recognition (particularly Apprenticeship income), management override of controls, pension, and capital grants.	
566.	RLe explained that testing confirmed appropriate accounting treatment and compliance with relevant rules, including Managing Public Money (MPM) guidance.	
567.	RLe confirmed that a review of controls and compliance had been undertaken and there was no evidence of management bias, inappropriate journal entries, or non-compliance with MPM rules, which had also been tested in relation to restructuring costs.	
568.	RLe commented that the biggest significant risk was around apprenticeship income recognition and there had significant progress in this area. RSM had reviewed PDSAT and ILR returns and no material errors had been identified. The College's progress on apprenticeship compliance (as an area of high complexity) and data integrity was commended.	
569.	RLe explained that pension liabilities had reduced due to discount rate changes, resulting in an overall asset position; however, this was not reflected in the accounts in line with accounting standards and was recorded as nil.	

Min. Ref.	Minutes	Actions
570.	Capital grants and restructuring costs (in assessing regularity) were appropriately accounted for.	
571.	Control points identified were shared and included in the report, RLe commented that these were low-level housekeeping issues, primarily related to funding and data quality, with positive responses from management. Committee members noted that the long-standing recommendation in relation to journals had now been removed following the recruitment to of SM as Management Accountant.	
572	RLe confirmed that the financial statements would be signed off on Wednesday.	
573.	Resolved: The Board received the Audit Findings Report covering statutory & regularity audit for 2024/25.	
	f) LCB's Members Report and Financial Statements July 2025	
574.	DP commented that the Members Report was more than a set of accounts; it reflected the College's journey and achievements over the past year. It showcased success across the curriculum, significant capital investment and strong financial performance.	
575.	DP commented that the College had achieved the maximum 300 points in the DfE financial health calculator, placing the College at the very top of the 'Outstanding' category.	
576.	DP commented that the Key Performance Indicators (page 5) were all above the FE Commissioner's Benchmarks. The College had delivered a £3.2 million surplus, enabling continued investment in facilities, e.g. The White House. DP commented that turnover had reached £28 million, marking another significant achievement.	
577.	DP commented that the Statement of Comprehensive Income (page 35) and the Balance Sheet (page 36) highlighted the strength of the College's finances.	
578.	DP commented on the journey since the South Bank development, when the Board accepted the reduction in financial health rating and the risk to the College to support growth and the College's recovery since this time which had exceeded expectations. The full report demonstrated that the College was not only successful financially but thriving in every area.	
579.	RL acknowledged DP's point regarding the building of South Bank and the significant risks taken; there were some serious financial challenges, yet the College had come back stronger, which was remarkable. RL commented on the strength of budgetary control and the culture around ensuring the budget set was achieved. RL commented that this discipline put the College in a strong position for the future. SCa agreed with RL's comments.	
580.	Resolved: The Board approved the members Report and Financial Statements for the year ending 31 July 2025 for signing off by the Chair and the Principal noting that the Regularity Self-Assessment had been approved by the Board in September 2025.	

Min. Ref.	Minutes	Actions
	<p>25-178 – Finance & Resources</p> <p>a) Overview from Committee Chair</p>	
581.	<p>RL provided an overview of the Finance & Resources Committee held on 8 December 2025.</p>	
582.	<p>Action for the Board to take</p> <ul style="list-style-type: none"> • Pay Policy & Grievance Procedure – Recommended for Board approval. • Committee Terms of Reference – Recommended for Board approval. 	
583.	<p>Action taken by the Committee</p> <ul style="list-style-type: none"> • 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. 	
584.	<p>Assurance to Board</p> <ul style="list-style-type: none"> • Financial Health – College assessed as Outstanding by DfE (maximum score 300); confirmed in DfE Financial Forecasting Return • Management Accounts – Finances strong; non-pay overspend due to timing differences, monitored closely. • Estates – Major refurbishments ongoing at North Street; significant improvements in student facilities. • Health & Safety – Accident numbers reduced significantly; proactive campaigns and sector-leading performance. • Sustainability – Commitment to EAUC Scorecard and Leeds Pipes project; long-term cost savings and environmental benefits (for implementation at White House). • HR – New induction programme, updated performance review processes, and award for Staff Health & Well-being. • Subcontracting – Risk reduced; WYCA bootcamp partnership approved with due diligence. • DfE Governor Dashboard (shared with the Board) & RSM Emerging Issues – noted for sector context. 	
585.	<p>Alerts to Board</p> <ul style="list-style-type: none"> • ESFA Funding Audit Risk – Rated 27; 97% learner files compliant but clawback risk remained until funding audit undertaken. • Apprenticeship Enrolments – Slightly below plan; income reduced to 90% of budget but offset by in year growth in 16-19 enrolment. 	
586.	<p>Resolved: The Board received the update from the Finance & Resources Committee.</p>	

Min. Ref.	Minutes	Actions
	<p>b) Minutes from the meeting held on 8 December 2025</p> <p>587. The minutes from the Finance & Resources meeting held on 8 December 2025 had been uploaded to the Governor Hub under the Full Governing Board folder / 16 December 2025 for all Governors' information.</p> <p>c) Management Accounts (October 2025)</p> <p>588. DP presented the Management Accounts for October 2025. DP explained that historically Apprenticeship income had relied on estimates until December, however due to the Compliance Team's efforts in securing new starts these figures could now be based on actuals rather than projections. This represented a significant improvement in accuracy.</p> <p>589. DP commented that the 16-19 enrolment position was very strong, which should support mid-year growth. DP explained that mid-year growth funding was not guaranteed. Apprenticeship enrolment was now approximately 960.</p> <p>590. DP commented that the Non-Pay expenditure was higher than normal due to timing differences; December's accounts would reflect these adjustments for improved visibility.</p> <p>591. DP commented that some of the Key Performance Indicators were Red and explained that this was primarily due to timing and exceptional items. The White House project had not been included in the original budget, impacting cash flow and ratio. DP commented that, despite these variances, the College remained in an excellent financial position with strong reserves and a maximum financial health rating.</p> <p>592. PN commented that the forecast for July next year indicated an expenditure of £5.1 million, compared to an average of £2.4 million for the rest of the year and asked if DP could confirm the reasons for this variance. DP commented that he would review the details with SM and circulate an update to the Board.</p> <p>593. Resolved: The Board noted the Management Accounts for October 2025.</p> <p>d) Department for Education: College Financial Forecasting Return 2025-2027 & Governor Dashboard</p> <p>594. The Department for Education letter was noted. DP confirmed that the letter referred to the DfE budget that the Governors approved at the Board in July. The letter provided DfE confirmation that they agreed with the assessment of Outstanding financial health.</p> <p>595. Resolved: The Board received the Department for Education Letter and noted the Governor Dashboard.</p> <p>e) Pay Policy</p> <p>596. Resolved: The Board approved the Pay Policy.</p> <p>f) Grievance Procedure for Staff</p> <p>597. Resolved: The Board approved the Grievance Procedure for Staff.</p>	<p style="text-align: right;">DP Dec. 2025</p>

Min. Ref.	Minutes	Actions
	<p>25-179 – Committee Terms of Reference 2025-26</p> <p>a) Audit & Risk</p> <p>598. JTH explained that minor changes had been made to the Audit & Risk Terms of Reference. These related to terminology changes: replacing references to the ESFA with the Department for Education and removing the Post-16 Audit Code of Practice and replacing with the frameworks and Financial handbook. The Terms of Reference were recommended for approval by the Audit & Risk Committee.</p> <p>b) Finance & Resources</p> <p>599. JTH explained that no changes were required to the Finance & Resources Terms of Reference and were recommended for approval by the Finance & Resources Committee.</p> <p>c) Quality, Curriculum & Performance</p> <p>600. JTH explained that no changes were required to the Quality, Curriculum & Performance Terms of Reference and were recommended for approval by the Quality, Curriculum & Performance Committee.</p> <p>d) Search & Governance</p> <p>601. JTH explained that no changes were required to the Search & Governance Terms of Reference and were recommended for approval by the Search & Governance Committee.</p> <p>e) Senior Post Holder</p> <p>602. JTH explained that no changes were required to the Senior Post Holder Terms of Reference and were recommended for approval by the Senior Post Holder Committee (noting that the Terms of Reference were considered and approved in July 2025).</p> <p>603. Resolved: The Board approved the revised Committee Terms of Reference for 2025/26.</p>	
	<p>25-180 - Written Resolution</p> <p>a) Appointment of Governors / Associate Governors (confidential) – Written Resolution</p> <p>b) Governor Approval of Subcontracting Partnership for Wave 6 Bootcamp Funding</p> <p>604. JTH explained that since the September meeting, two written resolutions had been considered. The documents summarised the feedback received from those who voted and confirmed the outcomes of both resolutions. The results had already been communicated by email.</p> <p>605. Resolved: The Board received the two Written Resolutions.</p>	

Min. Ref.	Minutes	Actions
606.	<p>25-181 – Impact of decisions made on students, staff, and stakeholders</p> <p>SCa commented that significant discussions had taken place:</p> <ul style="list-style-type: none"> • CTEC Funding: References remain unclear; work was ongoing to clarify details. Collaborative efforts would continue to ensure informed decisions and timely implementation. • Strategic Planning: Governors would review resource strategies to avoid overstretching as growth occurs. Early intervention was essential to maintain stability. • SEND Provision: Growing demand for SEND support required focused planning and timely implementation. This remained a priority for the coming months. • Future Careers and Apprenticeships: Emphasis on strengthening pathways for SMEs, apprenticeships, and future careers to align with industry needs and student aspirations. • English and Maths: Continued commitment to supporting all learners, including NEET students, ensuring no learner is left behind. • Recruitment Challenges: Securing skilled staff for Leeds College of Building remained difficult. Early action was needed to attract and retain talent. • Staff Consultation: Positive improvements noted, with leadership identifying areas for further enhancement. Continued engagement would support progress over the coming months. • Committees were functioning effectively, providing valuable insights and robust discussions. Confidence in Committee work was essential for strong Board outcomes. Continued collaboration and challenge would strengthen governance. • Safeguarding measures remain strong, creating a safe and supportive learning environment. Physical controls and security contribute to student confidence and wellbeing. • External audit feedback was positive, reflecting improved assurance and comfort levels. Vigilance remained critical as circumstances evolve, and the Board must maintain oversight. • High student successes and achievements were significant and should be celebrated. The Board supports initiatives to showcase success externally, reinforcing the College’s reputation and community impact. 	
607.	<p>25-182 – Date of next meeting</p> <p>Tuesday 31 March 2026 at 4.00pm, Meeting Room 1, North Street.</p> <p>SCa commented that there was also a Governor Strategy meeting scheduled for Tuesday 10 March 2026 (prior to the Quality, Curriculum & Performance Committee meeting) and this would be an opportunity to strengthen connections across the Governor and the senior team and Governors were encouraged to attend.</p>	
608.	JTH presented the Board Workplan for 2025/26.	
609.	Resolved: The Board noted the Workplan for 2025/26.	

Min. Ref.	Minutes	Actions
610.	SCa commented that, on behalf of the Board, he would like to express sincere appreciation for DP's significant and long-lasting contribution to the College. DP's contributions had been truly outstanding and he left behind a strong financial position and legacy. The support DP had provided to the Governors and the Strategic Leadership Team over the years had been invaluable. SCa wished DP all the very best in the next chapter of his journey and this was supported by other Governor comments.	