LEEDS COLLEGE OF BUILDING

CORPORATION MEETING

Minutes of the meeting held on Tuesday 31 March 2026 at 4.00pm, North Street / Microsoft Teams.

PRESENT:

Steve Carmody (SCa)	Chair of the Corporation / External Governor
Ethan Broadhead (EB)	Student Governor
Sandra Burnhill (SB)	External Governor
Nikki Davis (ND)	Principal & Chief Executive
Lynne Grayson (LG)	External Governor
John Hanson (JH)	External Governor
Dwayne Hutchinson (DH)	External Governor
Rachel Lindley (RL)	External Governor
Peter Norris (PN)	External Governor
Fawzi Mohamad (FM)	Student Governor
Michael Norton (MN)	Staff Governor *(attended via Teams)*
David Russell (DR)	External Governor *(attended via Teams)*
Julie Tolley (JT)	External Governor *(attended via Teams)*

ATTENDANCE: 13 / 20 = 65% (KPI 80%) Cumulative attendance: 57 / 71 = 80%

IN ATTENDANCE:

Chris Duncan (CD)	Vice Principal – Finance & Resources
Rob Holmes (RH)	Vice Principal, Quality, Curriculum & Innovation
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
1.	SCa was in attendance but, due to ill health affecting his voice, was supported in the conduct of the meeting by JTH.	
	26-101 – Apologies for Absence	
2.	Apologies for absence were received from: Phil Burgess (PB) – External Governor Nikki Carthy (NC) – External Governor James Dunford (JD) – External Governor Sammy Lambert (SL) – External Governor James Mottram (JM) – External Governor Matthew Shields (MS) – External Governor Sarah Wilson (SW) – External Governor.	
	26-102 – Determination of Observers / Attendees	
3.	The Board agreed attendees / observers at the meeting as per the attendance list.	
	Appointment of Governors	
4.	JTH provided a verbal update on recent Governor recruitment activity undertaken by the Search & Governance Committee.	
Min. Ref.	**Minutes**	**Actions**

5.	JTH advised that an extensive and proactive recruitment exercise had been carried out over the previous six months and that this phase represented the final round of appointments, bringing the Corporation to its maximum membership at this time.	
6.	JTH confirmed that three candidates had been interviewed through the Search & Governance Committee as part of a formal selection process involving the Chair, the Principal and herself. The candidates recommended for appointment were: James Mottram, Lynne Grayson and John Hanson.	
7.	JTH commented that all three candidates had previously attended the Board Strategy session on 10 March as observers and had also attended an induction session with the Senior team at the South Bank campus. The interview process had focused on the skills, experience and contribution each candidate could bring to the Board. JTH made specific reference to James Mottram, who had expressed a strong interest in becoming involved as potentially Vice Chair. It was agreed that this would be considered at the July Board meeting, following his appointment and once further discussions had been undertaken.	**Board July 2026**
8.	JTH commented that, in addition, the Search & Governance Committee recommended the appointment of Dwayne Hutchinson, who had observed the December Board meeting and attended the March Strategy session. Dwayne had strong links to the local community, having been referred through an existing Governor, with a background in education and pastoral support.	
9.	The Search & Governance Committee formally recommended the appointment of all four individuals as External Governors for a four-year term commencing with immediate effect.	
10.	**Resolved:** The Board approved the appointment of Dwayne Hutchinson, James Mottram, Lynne Grayson and John Hanson as External Governors for a first term from 1 April 2026 to 31 March 2030.	
11.	JTH further advised that there had been longstanding vacancies for Committee Chair roles within both the Search & Governance Committee and the Senior Postholder Committee. Following discussions and receipt of formal application forms, the Search & Governance Committee recommended the following co-opted appointments: • Martina Doyle Turner, Head of HR and Organisational Development at CITB, to be appointed as a Co-opted Governor and Chair of the Senior Postholder Committee • Nadine Pemberton Jn Baptiste, to be appointed as a Co-opted Governor and Chair of the Search and Governance Committee.	
12.	JTH commented that both candidates had relevant and substantial experience and were strongly endorsed by the Search & Governance Committee. JTH explained that while co-opted Governor appointments are normally made for an initial 12-month period, it was recommended, given the timing within the governance cycle, that both appointments be made until 31 July 2027, with a formal review to be undertaken by the Search & Governance Committee at an appropriate point.	

Min. Ref.	Minutes	Actions
13.	**Resolved:** The Board approved the appointment of Martina Doyle-Turner and Nadine Pemberton as Co-opted Governors until 31 July 2027. With Martina Doyle-Turner appointed as Chair of the Senior Postholder Committee and Nadine Pemberton as Chair of the Search and Governance Committee.	
14.	JTH commented that all new appointees would bring valuable skills and experience and would further strengthen the diversity, capacity and effectiveness of the Board.	
15.	The newly appointed External Governors joined the meeting at this point and introductions were made.	
	26-103 – Confirmation of Eligibility, Quorum and Declarations of Interest	
16.	No notice had been received of any member becoming ineligible.	
17.	The meeting was quorate.	
18.	There were no declarations of interest. It was noted that JTH, ND, Staff Governors, Student Governors and members of the senior team would not be present for the Part Two section of the meeting.	
	Register of Interest	
19.	JTH thanked all Governors for completing the Declaration of Interests, Automatic Disqualification Declaration and Code of Conduct forms. A full Register of Interest was now in place. Governors were asked to provide any updates in the usual way.	
	26-104 – Minutes of the previous meetings	
20.	**Resolved:** The minutes of the previous meeting held on 16 December 2025 were approved as a true and accurate record.	
	26-105 – Matters Arising	
21.	Governors noted the updates against the matters arising.	
	26-106 – Chair's Report & activity report from Governors	
22.	JTH explained that SCa had provided a report and read this out on his behalf.	
23.	SCa was pleased to present his Chair's report, reflecting a period of significant achievement, continued progress, and strengthened governance across the College. The past quarter had demonstrated the College's resilience, ambition and unwavering commitment to excellence for our students, staff and stakeholders.	

Min. Ref.	Minutes	Actions
24.	SCa commented that the College had celebrated a number of student and staff successes: • SkillBuild National Finals – two medals were secured in Roof Slating & Tiling. • ICE Awards – FIR (Fairness, Inclusion & Respect) Award was won by student Martyn Priestley; a STEM Ambassador commendation was received by lecturer Aida Yousefabadi. • LCB was named Best HE and FE Provider Supporting Careers in Construction at the Building the Future Awards. • The College received a National Award for Staff Health & Well-being through Personnel Today Awards. • City & Guilds Foundation Nomination – recognition for a Brickwork Lecturer. • Apprenticeship & Training Awards 2026 – LCB and BAM shortlisted for Best Partnership in Training. • The Student Awards Evening had been a resounding success.	
25.	The College had strong education performance and quality improvements: • Teaching quality improved – 73% of staff met expectations. • Behavioural callouts reduced by 53%. • High Student Satisfaction: 94% overall. • Strong SEND (Special Educational Needs and Disability) and High Needs provision.	
26.	The College continued to have strong financial performance and stability: • Department for Education (DfE) Financial Health: Outstanding (300 points). • £3.2m surplus delivered. • Turnover reached £28m. • Unqualified audit opinions achieved. • Consideration needed to be given to the White House and the College's risk exposure appetite on this.	
27.	The College had made lots of progress against the Strategic Aims: • Strong retention and apprenticeship performance. • Adult provision was performing strongly. • Employer engagement was improving but more can always and must be done. • Wellbeing and staff support strengthened. • Continued growth as a regional anchor institution.	
28.	Actions regarding Governance strengthening included: • Adoption of the Revised AoC Code of Good Governance. • Enhanced Board reporting (3A model: Assure, Alert, Action). • Recruitment of new Governors. • Updated Link Governor framework. • Strong Board attendance.	
29.	SCa concluded that this had been a period of progress across all aspects of College life. The achievements of students and staff reflected the strength of the College's culture, the quality of leadership, and the commitment of colleagues at every level. The College now needed to prepare for Ofsted and ensure it showcased all the great things it was doing.	
30.	JTH invited Governors to feedback from Link Governor meetings / activities carried out.	

Min. Ref.	Minutes	Actions
31.	SB commented that she had attended two online Higher Education students feedback meetings. The meetings had been well attended and students were predominantly HE Apprentices. The meetings focused on structured feedback around what the College was doing well, areas for improvement and suggested next steps.	
32.	SB commented that feedback from students was positive overall. Students spoke positively about their experience of teaching and learning, course content and delivery approaches.	
33.	SB commented that students expressed a strong preference for active learning approaches, noting that they valued being engaged in practical, hands-on activities. There was significant discussion about delivery methods including: how teaching was delivered, the structure of course content, the use of block delivery. SB commented that these discussions were particularly useful given the cohort consisted largely of HE Apprentices.	
34.	SB commented that students had raised some concerns regarding Moodle, the online platform used by the College, and this was fed back as part of the discussion. The feedback related to usability and overall experience rather than teaching quality.	
35.	SB commented that students had discussed the assessment process, with particular reference to the timeliness of feedback on some assessments. This was identified as an area for potential improvement and was noted as a recurring theme within the discussion.	
36.	SB commented that students had expressed interest in additional enrichment activities and indicated a desire for more activities when they were on site and opportunities beyond coursework. SB suggested that this feedback could be considered by the College.	
37.	SB commented that overall the meetings had been positive. Student engagement was strong, with constructive discussion and feedback demonstrated high levels of satisfaction with teaching and learning. Clear, practical suggestions were made for enhancement, particularly around digital platforms, assessment feedback and enrichment opportunities.	
38.	SB commented that she had also attended an Employment Advisory Board, which SCa had also attended. There was good attendance from employers and C Tunningley (CT) (Assistant Principal – Apprenticeships and HE) had provided an update on strategic developments, outlining current activity and direction, including progress in relation to CTEC provision and associated initiatives. SB commented that feedback was predominantly positive.	
39.	SB provided a brief update on preparation for Ofsted and explained that a small group of Governors, who had been identified as those with whom Ofsted would meet as part of an inspection, had an initial meeting and regular preparatory meetings had been established.	

Min. Ref.	Minutes	Actions
40.	JT commented that she had initiated her new Link Governor role, EPYP (Educational Programmes for Young People), and a productive online meeting had taken place with Wayne Chappelow (Head of Faculty – Construction Crafts) on 12 March, during which he had provided helpful background and context on current developments within the curriculum areas. JT explained that as a follow up to the initial discussion she was scheduled to visit the College at the end of April to meet with Curriculum Managers and a selection of students to further understand provision and priorities.	
41.	RL commented that she had met with CD and the meeting focused on two main areas: induction and settling in and risk management. A significant discussion had taken place around the engagement of Governors in risk and around risk appetite, particularly: • The level of risk the College was willing to take. • The extent of change currently being undertaken. • Areas where the organisation was prepared to take risks. • Areas where it was not prepared to take risks.	
42.	RL commented that the changes to risk management and the engagement of Governors in defining risk appetite were expected to support and strengthen delivery of the strategic plan. It was noted that the new risk register format had been presented to Committees as part of the recent set of Committee meetings.	
43.	Student Governors were invited to provide any feedback to the meeting. FM explained that while he felt the student experience at College was generally positive, there were several areas he felt improvements could enhance experience. Some classrooms were overcrowded, with limited workspace, some tools and equipment used in College were outdated and did not reflect what students encountered on construction sites, in some cases Students' social spaces lacked basic facilities, TVs were not working, there were no tables and there was limited provision for recreational activities such as chess, cards, PlayStations, some classrooms did not have enough computers and several of the computers were broken or not working properly, food and vending machine prices were high, particularly for students who did not have jobs and transport for visits and enrichment was sometimes an issue and some students needed to use taxis to get to locations. FM commented that, aside from the issues mentioned, the College environment was good, the facilities overall were pleasant and generally things are going well.	
44.	EB felt that the current enrichment activities could be improved. More site visits (e.g. Drax, Water Treatment plants etc.) would provide students with clearer insight into real working environments and would potentially benefit students' understanding of career pathways and the world of work. EB confirmed that he agreed with the points raised by FM.	
45.	ND thanked FM and EB for their feedback which was helpful and aligned with areas already identified and actions currently in progress. Other areas could be followed up directly with managers, particularly in relation to available tools. The issues raised were considered manageable and capable of being addressed through existing processes and planned activity.	

Min. Ref.	Minutes	Actions
46.	JTH explained that a written update had been provided by SW following her Careers Link meeting on 18 March. JTH gave a brief overview of the report. The Careers Team had been expanded, providing additional capacity and support. A new team member was supporting UCAS applications and processes, which was noted as a positive development. There was a renewed focus on NEETs (Not in Education, Employment or Training), including consideration of students who may transition into NEETs as they left the College. Effective signposting was emphasised to ensure students were directed to appropriate external organisations where support was required. SW had received an update on changes to Gatsby requirements, outreach, employers and work experience and Ofsted readiness. SW had commented that the discussions had been positive and constructive.	
47.	JTH explained that all related reports were available on the Governor Hub under the Employer / Governor section. New Governors would be added to the Governor Hub following the meeting and would receive an email link with instructions to set up their password and access.	**JTH April 2026**
48.	Where new Link Governors had been established, JTH would provide an email introduction with the Link Manager.	**JTH April 2026**
49.	PN queried the likely timing of an Ofsted inspection. RH explained that at present, the most realistic window appeared to be after Easter, with approximately four to five weeks during which a call could be received. If no call was received by the second week of May it would become increasingly likely that the visit would be deferred to the next academic year, potentially before Christmas.	
	26-107– Principal's update	
50.	ND presented Item 26-107 and provided an overview.	
51.	ND commented that, in relation to success stories, she had included links within the report. These links directed Governors to the College website where full details were available. ND explained that since the report was written further details regarding additional awards had been uploaded to the Governor Hub; there were now 28 awards overall. ND commented that while this was clearly positive, it did create some unanticipated budget pressures due to the cost of entering and attending such a volume of competitions.	
52.	ND explained that the report summarised progress against each strategic aim. Since the report was written, national data on Qualification Achievement Rates (QAR) had been released for Strategic Aim 1, covering 16-18 provision and Apprenticeships. For construction subject sector areas, the national average was 58%. The College's current position was broadly in line with last year and, at this stage, the final position was likely to be above the level achieved last year. Apprenticeships were looking strong overall but recognising some inconsistency between faculties. ND commented that significant focus remained on monitoring students at risk of non-achievement or delayed completion, both for Apprentices and 16-18 learners; with intervention and support in place.	

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53.	Adult performance (Strategic Aim 2) continued to be strong. ND commented that with Carly Sidebottom (CS) now in post as Assistant Principal, there was renewed focus on the broader adult curriculum and skills offer. This included Bootcamps, as well as targeted employment programmes such as TEPs (Targeted Employment Programmes). ND explained that, historically, adults had been an area of the College with limited growth, largely due to constraints around combined authority allocations; currently the College was delivering to allocation. ND commented that the plan for next year was to exceed that allocation, subject to securing the necessary contracts, and CS was leading work to enable that growth.	
54.	Strategic Aim 3 covered partnerships and this also sat within CS's remit. ND commented that at present the College was keeping pace with developments rather than driving ahead of them.	
55.	ND explained that commentary on employer feedback had been included in the report. Last year, ambitious targets were set and while the College remained below those targets, there was an important contextual difference. Previously, feedback volumes were low but highly positive. A deliberate push was made to increase the volume of employer feedback, which has resulted in broader and more representative responses. The feedback highlighted issues that were already known, particularly around onboarding processes. These had now been streamlined, but there remained a legacy impact for employers whose Apprentices experienced a more complex induction process. Reviews were captured at the end of programmes, so this historic experience could continue to influence feedback.	
56.	ND commented that previous discussions had taken place regarding the timeliness of reviews. This has improved significantly, for example, Construction Crafts reviews were now fully up to date. The remaining area of concern is Sustainable Building Services; however, a new member of staff had been appointed, and additional recruitment had taken place, including a role dedicated specifically to reviews. It was expected that this would lead to a reduction in outstanding reviews and improved performance in this area.	
57.	ND explained that Strategic Aim 4 related to the College as an employer. ND explained that HR were now able to provide more detailed absence management data which enabled greater support. A particularly positive development was the significant reduction in absences related to mental health and stress. Overall absence had reduced from approximately 6% around 18 months ago to around 3%, which was a significant reduction. This improvement reflected closer support mechanisms, including access to GP Online Services. This service covered staff and their families and had proved valuable in practice. The cost was under £8,000 per annum and would be maintained, although it was acknowledged that the precise impact would be difficult to quantify.	
58.	ND commented that managers now had access to detailed absence data for their areas, allowing targeted support or appropriate challenge where required. Overall, the dataset and management processes had improved significantly. ND commented that the general feeling across the College was that it was exceptionally busy, student numbers had increased, workloads had risen, and there was a sense that staff were beginning to feel the pressure.	

Min. Ref.	Minutes	Actions
59.	ND explained that while additional staff had been recruited, there was inevitably a lag before capacity fully caught up. As a result, ND suggested that when the next staff survey was undertaken, it was possible that results may not be as positive as last year's exceptionally high baseline. This should be understood in the context of sustained growth and increased external demands, rather than declining morale.	
60.	ND explained that for Strategic Aim 5, the KPI relating to female participation on Study Programmes was disappointing. However, this mirrored a national trend; female participation in construction trades continued to decline and was now exceptionally low. This was an area of concern. ND commented that it was disappointing that this was not receiving sufficient focus at national Construction Skills Mission Board or within CITB discussions. While recruitment into the industry remained a priority, retention was equally critical. If the construction industry retained the workforce it already had, many of the current skills shortages could be mitigated. ND commented that there needed to be greater emphasis on employer responsibility in this area, alongside the role of FE providers. The College would continue to raise this issue through discussions with the various national and regional groups the College was connected with.	
61.	ND commented that in terms of facilities and resources (Strategic Aim 6), it was important to ensure that while attention was focused on the new building, the quality of resources within existing provision was maintained. This included South Bank, and work would continue to ensure enrichment opportunities were replicated where possible.	
62.	ND commented that financial performance remained very positive. It was noted that the key financial consideration was the impact of the purchase of what was now referred to as the CTEC Building; it was agreed that this name better reflected both purpose and political messaging.	
63.	RL commented on the significant reduction in staff absence, which remained stable at 3%, and recognised that this was a major achievement. RL asked if staff felt positive about the CTEC building. ND commented that generally staff appeared positive about being busy, provided that work was clearly linked to purpose and outcomes. It was acknowledged that leaders needed to manage and prioritise information carefully to ensure the core purpose of the College, i.e. supporting students to achieve their qualifications and progress to their intended destinations, remained central.	
64.	Governors reflected on Staff Survey KPIs, noting that continual year-on-year increases were not always realistic or meaningful. While recent results were described as incredibly positive, Governors agreed that there was value in considering what constitutes an acceptable or optimal level of performance. It was suggested that, once updated sector benchmarking data became available later in the year, there should be a broader discussion about appropriate targets (for example, whether 90% or 95% represented a sustainable benchmark), rather than focusing solely on increases.	

Min. Ref.	Minutes	Actions
65.	PN referred to the employer feedback indicating that 67% of respondents felt provision was not adapted to their needs. It was noted that this figure was based on a very small sample size and therefore should not be over-interpreted. Members agreed there was no immediate cause for concern, given existing pre-programme discussions with employers to align curriculum delivery. Wider discussion highlighted ongoing challenges around employer understanding of FE and apprenticeship funding, particularly among SMEs, and the need for continued sector-wide communication and myth-busting. It was noted that the feedback would be kept under review to ensure there were no emerging trends.	
66.	ND provided an update on recent national and regional policy developments, with particular reference to Apprenticeships, Youth Employment initiatives and 16-19 funding.	
67.	ND referred to significant changes that had been made nationally to Apprenticeship Standards, including the withdrawal of several Leadership and Management Standards at all levels with limited notice. This had caused concern across the sector, particularly among training providers, due to the lack of opportunity to manage enrolment or transition arrangements. ND commented that a new Business Administration Standard had been introduced, which employers had been requesting for some time; however, this was restricted to learners aged under 25.	
68.	ND explained that the College was now operating under the Growth and Skills Levy, and the first wave of new Apprenticeship units had been released. Contrary to initial expectations that these would be largely digital, a higher proportion was relevant to the College's curriculum areas. ND commented that CT was leading on this work through his role in Apprenticeships.	
69.	ND explained that the College had been invited to apply for delivery of the new units. An application had been submitted, which was limited to providers considered "strong". Although the College had not yet been inspected, notification had been received that the College was permitted to deliver these units. ND commented that complex funding rules were associated with this provision, which were still being clarified. Funding rates had been confirmed at £4,000 per unit, although this was not a full delivery cost. Learners must be employed and aged 19 or over to access the units.	
70.	ND commented that an expansion of the Youth Guarantee and wider government measures had been announced, aimed at supporting employers to recruit young people. This included a £3,000 youth grant for employers recruiting individuals aged 18-24 who had been claiming Universal Credit for at least six months. ND highlighted concerns that this requirement delayed intervention and risked disengagement before support became available.	
71.	ND explained that the age limit for the Jobs Guarantee Scheme had been raised. The scheme subsidised salaries for up to 25 hours per week for individuals unemployed for 18 months, with an additional £2,000 incentive payment available for SMEs. These funding streams could be combined, potentially offering a significant level of support, although further detail and conditions were awaited.	

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72.	ND commented that the overarching policy focus appeared to be on supporting young people who were not in education, employment or training (NEETs). This was a priority for the Combined Authority. The Mayor was a member of the Milburn Review, with initial findings expected before the summer and recommendations thereafter.	
73.	ND commented that NEET rates varied across West Yorkshire, with Leeds experiencing higher levels (approximately 8%) compared with the national average (around 5%). Other areas faced different challenges, including adult unemployment, requiring locally tailored responses.	
74.	ND referred to the sector-wide disappointment regarding recent 16-19 funding increase announcements, which had not matched inflation, and allocations for free meals and related support had not been uplifted. The College's allocation for 2025/26 was approximately £13.5m. Indicative allocations for the following year were approximately £16m, reflecting increased student numbers and the College's construction focus. ND cautioned that this figure was subject to final confirmation and may reduce once all factors were taken into account. The basic funding rate remained unchanged. There was continued emphasis on accurate T Level numbers and funding to support free meals during placements. These factors would be reflected in the budget setting process. ND explained that the College had not yet received confirmation of any in-year funding linked to the additional student numbers recruited this year, although this may provide further support. ND commented that overall, the position for the College was broadly positive.	
75.	RH provided an overview of progress on CTEC, focusing on capital funding arrangements, Teacher Industry Exchange activity and the transition from mobilisation to delivery, including national curriculum development work linked to construction skills.	
76.	RH commented that Local Strategic Authorities (LSAs) were now gaining greater clarity about their capital funding allocations, particularly at sub-regional level. Within York and North Yorkshire, there were five LSAs, all of which were being engaged, both collectively and individually. Capital funding was coming from multiple sources, including CTEC capital funding, Employer Fund capital (which required match funding from employers). Some authorities were choosing to pool these funding steams to create a more meaningful investment fund. RH commented that all spending must align with DfE objectives for CTEC.	
77.	RH outlined the key challenges: • The area included a mix of devolved and non-devolved authorities. • Two of the five LSAs were part of a national bidding process and did not yet know their final allocations • Three LSAs knew their allocations but were still deciding how best to deploy funding across their sub-regions • Although funding had now been provided (post 31 March), decisions on utilisation were still being finalised.	
78.	RH explained that the Teacher industry Exchange focused on bringing industry professionals into colleges to deliver masterclasses and on enabling teaching staff to spend time in industry to update and strengthen their skills. RH commented that this approach presented practical challenges as the construction industry was experiencing skills shortages and FE was also facing teacher shortages.	

Min. Ref.	Minutes	Actions
79.	RH commented that discussions were underway with: • West Yorkshire Combined Authority • South Yorkshire Mayoral Combined Authority • York and North Yorkshire These authorities were exploring routing Teacher Industry Exchange funding and industry placement funding through CTEC as the lead organisation, with delivery via local partners. This would require: • Clear systems and processes for delivery through sub-regional "spokes" • Consideration of internal capacity, as this work carried a significant project management burden alongside existing CTEC responsibilities.	
80.	RH explained that CTEC has now formally moved from mobilisation into the delivery phase. Key next steps included: • Five sub-regional delivery groups meeting monthly • First meetings scheduled for week commencing 27 April • Development of five separate sub-regional delivery plans. These steps would support DfE reporting requirements and ensure that all available funding streams were maximised and aligned to sub-regional priorities across Yorkshire.	
81.	RH commented that CTEC continued to chair the National Curriculum and Development Group. This group was expected to influence policy development in relation to Apprentices, Adult provision and 16-18 construction pathways. Sub-groups would be established, including work linked to CITB and Gatsby Foundation. This work would focus on developing essential employability skills, such as self-employment readiness, broader workplace skills and supporting learners to transition successfully from education into sustained employment.	
82.	ND provided an update on very early-stage discussions relating to potential capital funding support, particularly through the West Yorkshire Combined Authority (WYCA) and associated stakeholder engagement. ND explained that the seven West Yorkshire FE Principals met with the Mayor each year to collectively lobby on priority issues. This year's discussion focused on capital and estate needs, particularly linked to provision for NEETs.	
83.	ND referred to the fact that the West Yorkshire Combined Authority would pilot FE loans at combined authority level. This was significant because FE colleges currently had no borrowing capacity, either commercially or through the DfE.	
84.	ND commented that there had been a commitment made that the College would be the first pilot of the loan and this would be explored further with no formal approvals or detailed terms in existence at this point. ND outlined a number of key constraints. ND explained that any loan entered into needed to be as small as possible, minimising financial exposure while enabling the project (development of the CTEC building) to proceed.	
85.	ND commented that conversations were also ongoing with the local authority regarding capital funding. The College was actively sharing intelligence across Council contacts and seeking access to this capital funding. ND commented that a formal letter would be sent to the Council to reinforce the College's position.	
86.	ND also referred to ongoing discussions with BAM regarding a potential sponsorship model.	

Min. Ref.	Minutes	Actions
87.	RL queried the practical impact of CTEC and expressed difficulty understanding how it would translate into tangible outcomes. In response, RH explained that CTEC was intended to address a system-wide issue between colleges training students and entering the construction workforce, rather than a lack of learner interest. Its role was to coordinate colleges, employers, and mayoral authorities to improve alignment, workforce readiness, and apprenticeship opportunities. RH commented that the programme had so far focused on mobilisation and governance, and was now entering a delivery phase, with three-year plans being developed across five mayoral strategic areas. Progress against agreed outcomes would be reported through the CTEC Board. RH acknowledged that the complexity of cross-authority working had slowed progress and made early impact less visible.	
88.	JT suggested that it would be helpful to have a visual roadmap that set out the critical decision points, highlighting when key decisions were required, when funding confirmations were expected, what the associated risks were and where they may be opportunities to pause or existing if necessary. JT commented that this visibility would help ensure the College did not progress too far or become overly committed before such considerations were properly reviewed. ND felt that this was not an unreasonable request and that it would be helpful to look at the key events and process in the first place and then add dates in as and when they became available. This would be presented to the next meeting.	**ND July 2026**
89.	LG queried the number of spoke colleges involved in the CTEC. RH confirmed that there were 19 spoke colleges and 11 Independent Training Providers. LG questioned whether the overall number was becoming too large to manage. RH commented that it was manageable with the proposed structure and approach being taken.	
90.	ND referred to the Government's White Paper which had been released following a significant delay and included a number of proposed SEND strategy reforms. ND referred to previous discussions around the number of young people identified with special educational needs and disabilities (SEND) at the College and the fact that this continued to rise. In addition, there were many young people whose needs remain undiagnosed due to systemic issues, including a lack of trust in the current system.	
91.	ND commented that this had led to unintended consequences, notably an increase in very costly specialist provision, often outside the local authority area. This had driven up costs and created inefficiencies, while also disadvantaging young people who were not accessing appropriate support in a timely way. The SEND Review was widely anticipated by parents and MPs. ND commented on the positive publication of the strategy referring to the Department for Education (DfE) meaningful engagement with stakeholders throughout the drafting process.	
92.	ND outlined the key features of the SEND Review: • Education, Health and Care Plans (EHCPs) would remain, but would be reserved for the most complex cases • A tiered model of SEND support would be introduced • Implementation would be phased over the next three years • The key area of risk remained implementation of the reforms.	

Min. Ref.	Minutes	Actions
93.	ND commented that if the reforms were implemented effectively it could result in significant benefits, including: • Improved and quicker access to specialist support • More appropriate use of specialist placements • Reduced delays in support for young people.	
94.	ND commented that implications for the College were limited, as many of the proposed principles were already embedded in practice, e.g. the College's inclusive classroom approach and focus on quality first teaching.	
95.	ND explained that there would be a lengthy consultation period over the next year and this would be an area to monitor closely. The consultation was open to all stakeholders. ND referred to the presentation on the SEND strategy which was provided at the Governor Strategy Day.	
96.	DR asked what proportion of current 16-19 learners at the College actually had an EHCP. ND commented that this was around 10% (114).	
97.	ND commented that the Department for Education (DfE) previously issued the Digital Technology Standards for Schools and Colleges, which included expectations around organisational technology readiness. As part of the College's response to these standards, MN presented a comprehensive report to the Strategic Leadership Team (SLT), with a particular focus on cyber security. This was a valuable and useful exercise, highlighting that while there were a small number of areas still requiring action to ensure full compliance, the College was generally in a very strong and positive position in relation to cyber security. Governors serving on the Finance & Resources Committee would already be familiar with this area, having previously received presentations from MN on cyber security and related risks. ND commented that it was worth noting that where DfE papers reference these standards, the College had already reviewed them and much of the required activity was already in place.	
98.	MN commented that the College was well positioned in terms of digital resilience and preparedness for emerging technology demands over the next five years. The review had focused on ensuring that appropriate infrastructure was in place across schools and colleges, particularly in relation to broadband capacity and Wi-Fi provision.	
99.	MN confirmed that all recommendations arising from the external review were either already implemented or were included within existing plans. The purpose of the update was to provide assurance to Governors that the College was taking the appropriate steps and that there were no material gaps in provision.	
100.	MN commented that one of the areas identified for enhancement related to broadband capacity. Work to explore this further to strengthen resilience and future-proof the College was already underway. A small number of risk assessments also needed to be completed, and these would be addressed by the end of the current academic year.	
101.	MN commented that assurance for Governors relating to cyber security was derived from the College's Cyber Essentials Plus certification, which demonstrated that appropriate controls, checks and technical safeguards were in place. To further strengthen assurance, MN explained that the College was planning to undertake both internal and external penetrate testing in the next academic year.	

Min. Ref.	Minutes	Actions
102.	ND gave a brief overview of a number of incidents involving staff investigations and confirmed that all these were being managed in line with established procedures.	
103.	ND commented that the meningitis outbreak reported in Kent was a highly localised situation with no immediate impact on the College. No further guidance or information had been issued by the DfE at this time.	
104.	ND referred to a number of diary dates for forthcoming events were included in the report, with an open invitation for attendance.	
105.	**Resolved:** The Board received the Principal's update.	
	26-108 – Single Equality Scheme	
106.	**Resolved:** The Board approved the Single Equality Scheme.	
	26-109 – Search & Governance	
107.	**a) Overview from Committee Chair**	
108.	JTH provided an overview of the Search & Governance Committee held on 27 January 2026.	

109.	**Assure the Board**
	• Governor Engagement & Attendance
	    o Despite two additional extraordinary Board meetings, attendance remained strong at 86%, demonstrating continued engagement during a busy governance period.
	• External Governance Review (Stone King)
	    o This was scheduled for June/July observations with feedback in September.
	• Improved Link Governor Framework
	    o Revised schedule aligns with Ofsted framework, reduces duplication and enhances Governor-learner engagement. Sustainability link role to be reconsidered. EDI to be added as a Link Governor area.
	• Effective use of Skills Audit
	    o All Governors completed the Skills Audit; no area fell below 60% confidence across the Board. Specific areas showing potential vulnerability: HR expertise, Cyber security, Higher Education (given upcoming Governor departures), Assurances to be mitigated through external support if not through recruitment.
	• Recruitment Progress
	    o Ongoing, positive outcomes reported and action continuing.
	• Governance Improvement Journey
	    o Committee noted significant improvement in the quality and clarity of Board papers, including new summary formats and stronger reporting.	

Min. Ref.	Minutes	Actions

	• Succession Planning Awareness
	  ○ Clear understanding of upcoming Governor departures and plans to maintain required skills, including for critical Committee chairing roles. New recruitment to address Vice Chair vacancy.
	• Risks related to the Committee
	  ○ Committee-related risks to be reviewed with a view to broadening beyond succession planning to overall governance risks.	

110.	**Alert the Board** • Board Diversity ○ Board remains insufficiently diverse (other than gender); gaps (in relation to census data) remain in ethnicity, disability and younger age representation.	
111.	**Action for the Board to take** • Recruitment – approval of appointments to the Board. • Approval of Committee membership schedule. • Approval of Governance Improvement Plan. • Approval of Link Governor schedule.	
112.	**Resolved:** The Board received the update from the Search & Governance Committee.	
	b) Minutes from the meeting held on 27 January 2026	
113.	The minutes from the Search & Governance meeting held on 27 January 2026 had been uploaded to the Governor Hub under the Full Governing Board folder / 31 March 2026 for all Governors' information.	
	c) Recruitment & Membership Report	
114.	JTH presented the Recruitment & Membership Report and provided a brief overview. The updated Corporation Membership was referred to in Appendix A. Committee Membership was detailed in Appendix B and it was noted that Committee membership would be discussed further with the newly appointed Governors and the Search and Governance Committee. An updated Committee Membership list would be provided for review and approval at the next meeting. Succession Planning was detailed in Appendix C. JTH explained that PN was due to come to the end of his final term of office in July 2026 and this would provide a gap as PN was Vice Chair for both Audit & Risk and Finance & Resources Committees. JTH explained that RL was also due to come to the end of her final term of office in in July 2026 which would mean that a Finance and Resources Committee Chair would be required. DR's term of office finished at the end of May 2026 and this would be his last Board meeting.	
115.	**Resolved:** The Board noted the Recruitment & Membership Report and approved the Committee Membership schedule, the Committee Membership schedule and the Succession Plan.	

Min. Ref.	Minutes	Actions
	d) Governance Improvement Plan	
116.	JTH presented the updated Governance Improvement Plan and explained that a comparison document was included for information. It was noted that this had been updated following the Governor one to one discussions, Committee effectiveness reviews and taking into account recommendations from the external Governance review.	
117.	**Resolved:** The Board approved the Governance Improvement Plan.	
	e) Link Governor Schedule	
118.	JTH presented the Link Governor Schedule and commented that a discussion had taken place regarding the value of a Link Governor role for maths & English. JTH would discuss the vacant link Governor roles with the newly appointed Governors. JTH thanked the Governors for carrying out the Link Governor visits, she recognised that it was an additional commitment and Governors confirmed that these enhanced Governors' knowledge and gave them a greater detail and depth into their Link areas.	**JTH April 2026**
119.	PN commented that he was still included on the Corporation Membership schedule for Search & Governance and Senior Postholder Committees. JTH would amend this.	**JTH April 2026**
120.	**Resolved:** The Board approved the Link Governor Schedule.	
	26-110 – Senior Post Holder	
	a) Overview from Committee Chair	
121.	JTH provided an overview of the Senior Post Holder Committee held on 27 January 2026.	

122.	**Assure the Board**
	• Senior Postholder Performance – 2024-25
	    o Majority of targets achieved; JTH achieved all of her targets. Clear rationale for targets not completed (primarily Ofsted timing and long-term leadership development work).
	• 2025-26 Targets
	    o Committee agreed that targets' general direction and emphasised alignment with the Strategic Plan. Improved clarity around KPIs and shared responsibility was positively discussed.
	• Succession Planning
	    o Stability in the senior team. Deputies were now in place for several roles, improving resilience. Proactive monitoring.
	• Wellbeing
	    o SLT understanding insights profilin; wellbeing is a standing area of focus and aligned to Ofsted expectation. Additional Assistant Principal capacity positively impacting workload.
	• Risks related to the Committee
	    o VP Recruitment Risk would be amended to highlight the appointment and move to embedding of the new VP in the role.	

Min. Ref.	Minutes	Actions
123.	**Action for the Board to take** • Senior Pay – Confidential Board agenda item.	
124.	**Resolved:** The Board received the update from the Senior Post Holder Committee.	
	26-111 – Audit & Risk **a) Overview from Committee Chair**	
125.	On behalf of MS, RL provided an overview of the Audit & Risk Committee meeting held on 23 February 2026.	
126.	**Action taken by the Committee** • The Anti-Fraud & Bribery Policy was approved. • The Committee approved the timetable for the tender process for the Internal Audit service. • The Committee approved the extension to RSM, as External Auditors, for a further year to the end of July 2026.	
127.	**Assurance to the Board** • In relation to Internal Audit recommendations, it was reported that progress against recommendations remained strong overall, with a combination of early completions and only minor delays. The Committee confirmed that it was satisfied with both historic and current performance in implementing agreed actions. • An update was provided on the Internal Audit Plan and progress for the year. Seven audits were scheduled, with most currently at the planning stage and the Sustainability audit at draft report stage. The Committee was assured by ICCA that auditor capacity remained sufficient to deliver the plan despite scheduling pressures. • The Committee received significant assurance regarding the Risk Management Framework, noting substantial improvements to the College's approach. These included a refreshed risk register, clearer articulation of risk appetite at individual risk level, explicit identification of inherent and residual risk, strengthened documentation of controls, and the removal of outdated terminology. • In respect of cash flow forecasting for the White House capital project, the Committee received assurance that cash flow modelling would be dynamic and regularly updated, with the College intending to use the Cash Flow Forecasting Return (CFFR) model beyond annual cycles. More detailed modelling would be undertaken following RIBA Stage 3 cost updates, and it was confirmed that expenditure would only proceed once funding sources were fully secured. A Finance & Resources Committee Working Group would be established to strengthen oversight if needed. • The Committee noted the Fraud and Whistleblowing Register, confirming that there were no recorded entries. • Finally, the Committee considered auditor performance. It approved the review of Internal Auditor performance, noting some concerns regarding co-ordination and delays, and also approved the review of External Auditor performance, which was reported to be positive.	
128.	**Resolved:** The Board received the update from the Audit & Risk Committee.	

Min. Ref.	Minutes	Actions
	b) Minutes from the meeting held on 23 February 2026	
129.	The minutes from the Audit & Risk Committee meeting held on 23 February 2026 had been uploaded to the Governor Hub under the Full Governing Board folder / 31 March 2026 for all Governors' information.	
	26-112 Finance & Resources	
	a) Overview from Committee Chair	
130.	RL provided an overview of the Finance & Resources Committee meeting held on 23 February 2026.	
131.	**Key Assurances to the Board** The Board received assurance from Committee consideration of the following areas: Financial Position – Management Accounts (January 2026) The Committee received assurance that the College's financial position remained stable. Apprenticeship income was forecast to exceed budget, driven by strong completion rates. Expenditure continued to be actively monitored, including bursary spend. Committee members welcomed the adoption of a more structured and forward-looking forecasting approach. Tuition Fees 2026/27 The Committee approved a tuition fee increase of 3.6%, aligned with inflation. Assurance was provided that tuition fees represented a relatively small proportion of overall income (approximately 1.6%) and that Higher Education fees would remain competitive and below Office for Students (OfS) fee cap. HR and Workforce Assurance was provided regarding progress on workforce initiatives. Implementation of the new Applicant Tracking System was underway and expected to strengthen recruitment processes. The Aspiring Managers Programme was progressing well, including delivery of finance literacy sessions, with measurable positive outcomes evidenced from the previous cohort. Estates The Committee received assurance that capital funding allocations for estates projects were being closely monitored to ensure full and timely utilisation. Health and Safety Strong assurance was provided through evidence of extensive activity and compliance, including progress toward ISO45001. Members noted that health and safety arrangements were becoming increasingly embedded across the College. IT, Cyber Security and Data Protection Comprehensive assurance was provided regarding cyber security and data protection. Significant enhancements had been implemented since September, including reductions in phishing vulnerability, renewal of network infrastructure, strengthened access controls, migration to app-based multi-factor authentication, regular vulnerability scanning, and achievement of Cyber Essentials certification in December 2025. An updated Acceptable Use Policy had also been rolled out.	

Min. Ref.	Minutes	Actions
	Risk Management The Committee received assurance on the redesign of the risk register, which now clearly distinguishes inherent and mitigated risk and incorporates explicit risk appetite indicators. Two new risks had been added relating to the White House capital project and fraud.	

132.	**Alerts to Board**
	• White House Capital Project
	  o External funding remained uncertain, with restrictions due to public sector rules (e.g. inability to borrow commercially). Dependencies include planning approval (expected by Sept. 2026) and confirmation of funding sources. It was noted that the project was of high strategic importance but material financial and timing risks remain.
	• Cyber Threat Landscape
	  o UK education sector continues to face high and rising cyber-attack activity, with 97% of institutions experiencing active threats. Although mitigations are improving, cyber risk remains a high operational risk.
	• Bursary Overspend
	  o Bursary expenditure ahead of budget, processes being monitored to manage early-year application patterns and transport related credits.	

133.	**Resolved:** The Board received the update from the Finance & Resources Committee.	
	b) Minutes from the meeting held on 23 February 2026	
134.	The minutes from the Finance & Resources Committee held on 23 February 2026 had been uploaded to the Governor Hub under the Full Governing Board folder / 31 March 2026 for all Governors' information.	
	c) Management Accounts – February 2026	
135.	CD commented that operating performance remained strong, with the College performing well overall, holding healthy cash balances, and therefore having opportunities for future investment. However, a cautious and careful approach was recommended, and it was agreed that any additional expenditure would be carefully considered, particularly capital investment in assets with an economic life of more than one year (such as buildings and major equipment). It was agreed that the College must ensure that such commitments were fully planned and affordable, with sufficient cash reserves retained to manage any unforeseen circumstances. CD reminded Governors that auditors would always consider going concern as part of their review, assessing the College's ability to continue operating throughout the financial year.	
136.	**Resolved:** The Board noted the Management Accounts (February 2026).	
	26-113 – Quality, Curriculum & Performance	
	a) Overview from Committee Chair	
137.	SB provided an overview of the Quality, Curriculum & Performance Committee held on 10 March 2026.	

Min. Ref.	Minutes	Actions
138.	**Action for the Board to take** • CTEC governance oversight – Committee recommended that CTEC reporting should sit with the full Board, not a single Committee. This was agreed. • Link Governors – A DEIB Link Governor was still required; it was agreed that this would be further considered with newly appointed Governors and the Search and Governance Committee.	
139.	**Action taken by the Committee** • Compliments, Complaint & Feedback Policy – SB explained that this was approved subject to revision of the appeals section to ensure it aligned with standard sector practice.	
140.	**Assurance to Board** The Board received assurance arising from Committee consideration of teaching, learning, quality, and performance matters. Teaching, Learning and Quality The Committee received assurance of significant improvement in teaching and learning across the College. This improvement was driven by high engagement with Professional Growth Observations (PGOs), with 73% of observations meeting expectations, alongside well-received and high-impact CPD programmes. Strong evidence was presented that inclusion is increasingly embedded in classroom practice, and a 53% reduction in behaviour call-outs was reported, reflecting a calmer and more positive learning environment. Teaching, Learning and Staff Capacity While progress was noted, the Committee recognised ongoing variability in learner attendance and punctuality, readiness to learn, and assessment for learning practices. It was also noted that staff confidence varied in relation to some safeguarding tutorial topics. Additional Learning Support staffing gaps remained due to recruitment delays, and this continued to be monitored. Quality Improvement Plan (QIP) The Committee received assurance that progress against the QIP was positive and on track, with the majority of areas demonstrating improvement. Student Experience and Student Voice High levels of student satisfaction were reported, with students consistently describing that they felt safe, supported, and included. The Committee noted that behaviour and calmness across the College had transformed over the past three years. Improved performance within the English team was also highlighted, supported by stronger PGO outcomes and mentoring arrangements. Performance, Attendance and Behaviour Overall attendance remained stable year-on-year at 86.7%, with a slight improvement in EPYP attendance. The Committee noted that strengthened teaching practice and improved behaviour management were contributing to a more settled learning environment. Performance for High Needs learners was reported as strong and stable, with no areas of concern identified.	

Min. Ref.	Minutes	Actions
	Attendance Despite improvements, attendance remained below the College's ambitious targets, particularly in English and maths, where attendance was reported at approximately 75–76%. Adult learner attendance was under review, with consideration being given to the potential impact of the learning environment, opening hours, and learner profile. Apprenticeships The Committee noted a number of apprenticeship standards were RAG-rated Red compared to national benchmarks. Risks were identified around the timeliness and quality of reviews, the need to complete recruitment to Apprenticeship Account Coordinator (AACC) roles, and the need for clearer oversight of withdrawals, with approximately 130–140 withdrawals requiring further analysis. The Committee also noted a concentration risk arising from a large proportion of apprentices being linked to a small number of major employers. Employer Engagement The Committee was advised that there was currently no centralised Customer Relationship Management (CRM) system for employer engagement. Employer activity could therefore be fragmented and inconsistent, and low response rates to employer surveys limited visibility of employer perceptions. The Board noted the plans in place to ensure that this was addressed. Ofsted Readiness The Committee received assurance that comprehensive preparations for Ofsted were underway, including development of area context forms, in-year self-assessment reporting, a strong focus on inclusion and disadvantage, and strengthened curriculum and employer engagement evidence. A new Ofsted Nominee and Shadow Nominee had been appointed and a Governor Ofsted preparation group had met to start discussions around Governor contribution to the future inspection. Higher Education / Office for Students (OfS) Compliance Strong overall performance of the University Centre was reported. Progress toward OfS compliance was noted, including implementation of an updated Fees and Refund Policy. Reliance on specific employers (large employers, franchise partners) remained a strategic risk. Workforce succession risk in specialist HE areas remained an area of concern. DEIB Action Plan Progressing well with many areas on target. Some risk areas remained around: workforce diversity, data completeness in relation to workforce, diversity training completion. This was being managed. Risk Register It was noted that the Risk register was transitioning to a new framework; risk descriptions and scores would change once validated.	
141.	**Resolved:** The Board received the update from the Quality, Curriculum & Performance Committee.	

Min. Ref.	Minutes	Actions
	b) Minutes from the meeting held on 10 March 2026	
142.	The minutes from the Quality, Curriculum & Performance meeting held on 10 March 2026 had been uploaded to the Governor Hub under the Full Governing Board folder / 31 March 2026 for all Governors' information.	
	26-114 - Written Resolution **Appointment of Student Governors**	
143.	JTH explained that the paper summarised the feedback received from those who voted and confirmed the outcome of the written resolution.	
144.	**Resolved**: The Board received the Written Resolution.	
	26-115 – Impact of decisions made on students, staff, and stakeholders	
145.	The Board noted that decisions taken during the meeting reflected a strong and sustained focus on improving outcomes for students, supporting staff wellbeing and capacity, and strengthening engagement with external stakeholders. For students, decisions and discussions reinforced continued improvements in teaching quality, behaviour, inclusion, safeguarding, digital access, enrichment, and progression opportunities, alongside preparations for Ofsted and responsiveness to student voice and feedback. For staff, the Board noted the positive impact of governance and leadership decisions on workforce stability, professional development, wellbeing, workload management, and organisational capacity, including investment in digital systems, health and safety, and clearer strategic direction during a period of growth and change. For all stakeholders, including students, staff, employers, partners, and the wider community, the Board recognised the impact of decisions on strengthening employer engagement, apprenticeship delivery, capital development (including CTEC and estates planning), financial sustainability, and regional and national collaboration, while maintaining appropriate oversight of risk and public accountability. Overall, the Board was assured that decision-making continued to align with the College's strategic objectives and was having a positive and increasingly visible impact across students, staff, and stakeholders.	
	26-116 – Date of next meeting	
146.	Tuesday 14 July 2026 at 4.00pm, Meeting Room 1, North Street.	
147.	JTH presented the draft Schedule of Corporation and Committee meetings for 2026/27.	
148.	**Resolved:** The Board approved the Schedule of Corporation and Committee meetings for 2026/27. JTH stated that diary invites would be sent out for these meetings.	**NF** **May 2026**

Min. Ref.	Minutes	Actions
149.	**Resolved:** The Board noted the Workplan Summary for 2025/26.	
150.	JTH commented that this would be DR's last meeting and on behalf of the Board thanked him for his commitment and contribution to the Board which was greatly appreciated.	