LEEDS COLLEGE OF BUILDING

CORPORATION MEETING

Minutes of the meeting held on Tuesday 14 July 2026 at 4.00pm, South Bank 1 (Classroom 3) / Microsoft Teams.

PRESENT:

Steve Carmody (SCa)	Chair of the Corporation / External Governor
Phil Burgess (PB)	External Governor
Sandra Burnhill (SB)	External Governor
Nikki Davis (ND)	Principal & Chief Executive
James Dunford (JD)	External Governor
Lynne Grayson (LG)	External Governor
John Hanson (JH)	External Governor *(attended via Teams)*
Rachel Lindley (RL)	External Governor
James Mottram (JM)	External Governor
Peter Norris (PN)	External Governor
Matthew Shields (MS)	External Governor *(attended via Teams)*
Julie Tolley (JT)	External Governor
Sarah Wilson (SW)	External Governor

ATTENDANCE: 13 / 19 = 68% (KPI 80%) Cumulative attendance: 70 / 90 = 78%

IN ATTENDANCE:

Chris Duncan (CD)	Vice Principal – Finance & Resources
Rob Holmes (RH)	Vice Principal, Quality, Curriculum & Innovation *(attended via Teams)*
Ron Hill	Stone King (Observer)
Sarah Johnson	Stone King (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
	26-117 – Apologies for Absence	
156.	Apologies for absence were received from: Ethan Broadhead (EB) – Student Governor, Nikki Carthy (NC) – Staff Governor, Dwayne Hutchinson (DH) – External Governor, Sammy Lambert (SL) – External Governor, Fawzi Mohamad (FM) – Student Governor and Mick Norton (MN) – Staff Governor.	
	26-118 – Determination of Observers / Attendees	
157.	The Board agreed attendees / observers at the meeting as per the attendance list.	
158.	SCa welcomed Ron Hill and Sarah Johnson (Stone King) as Observers as part of the External Governance Review.	
	26-119 – Confirmation of Eligibility, Quorum and Declarations of Interest	
159.	No notice had been received of any member becoming ineligible.	
Min. Ref.	**Minutes**	**Actions**

160.	The meeting was quorate.	
161.	SCa, SB and JM declared an interest in Agenda Item 26/120.	
	26-120 – Appointment of Chair & Vice Chair(s)	
162.	JTH reported on the appointment of the Chair and Vice Chair(s). She advised that the current Chair, SCa, had been appointed for an initial term of 12 months in July 2025. Under the Instrument and Articles of Government, the Corporation had discretion to determine the length of office for the Chair and Vice Chair(s). To provide greater continuity, stability and support succession planning within the Board's leadership, JTH proposed that future appointments be made for a two-year term.	
163.	JTH reported that Steve Carmody had indicated his willingness to continue in the role and was therefore nominated for reappointment as Chair for a further two-year term. JTH also reported that two Governors had expressed an interest in serving as Vice Chair, following previous difficulties in recruiting to the role. James Mottram and Sandra Burnhill were both nominated for appointment as Vice Chairs. As the Corporation was permitted to appoint up to two Vice Chairs, it was proposed that both appointments be made for a two-year term.	
164.	Members indicated their support for the proposals.	
165.	**Resolved:** The Board approved the appointment of SCa as Chair of the Corporation for a term of two years and the appointment of SB and JM as Vice Chairs of the Corporation for a term of two years.	
	26-121 – Minutes of the previous meetings	
166.	**Resolved:** The minutes of the previous meeting held on 31 March 2026 were approved as a true and accurate record.	
	26-122 – Matters Arising	
167.	Governors noted the updates against the matters arising.	
168.	Item 26-107 (88) – JTH commented that the Capital Project Group would be renamed the CTEC Capital Project Steering Group.	
169.	Item 26-116 (148) – JTH commented that invites for the Board and Committee meetings for 2026/27 would be sent out over the summer.	
	26-123 – Chair's Report & activity report from Governors	
170.	SCa commented that one hour had been allocated to the Chair's Report and Strategic Governance items, with approximately ten minutes for each section. Members were asked to keep contributions concise to ensure all items could be considered. SCa noted that several of the papers arose from ongoing discussions at the Committees.	

Min. Ref.	Minutes	Actions
	Strategic Governance Leadership Framework	
171.	JTH introduced the proposed Strategic Governance Leadership Framework, explaining that a regular strategic discussion group had been established approximately six months earlier comprising the Chair, the Principal and, more recently, the proposed Vice Chair (JM). The group met approximately every two to three weeks to discuss emerging strategic issues, forthcoming Board business, Governor development activities, and areas where the Principal or members of the Strategic Leadership Team may require Governor support between formal meetings. It was emphasised that the group had no decision-making authority and was not intended to replace or replicate the role of the Board, but rather to provide a forum for strategic dialogue, support and challenge.	
172.	Members were advised that AI-assisted notes were being taken for these meetings and subsequently reviewed for accuracy. Subject to Board approval of the framework, the notes of future meetings would be uploaded to the Governor Hub to provide transparency and visibility for all Governors. JTH highlighted the importance of maintaining robust strategic challenge and support, particularly in preparation for a future Ofsted inspection, and noted that discussions within the group helped to ensure Governors remained focused on strategic matters and the collective voice of the Board. The group had also contributed to discussions regarding Board development and planning for future governance away days.	
173.	PN questioned the publication of the meeting notes; JTH confirmed that the records would be made available to Governors through the Governor Hub only and would not be published on the LCB public website.	
174.	SCa invited Governors to feedback from Link Governor meetings / activities carried out.	
175.	JT reported on activity undertaken in her new Link Governor role for EPYP (Education Programmes for Young People). She commenced the role at the end of April with a full afternoon visit to the College, during which she met the Construction Crafts management team and received an overview of their curriculum areas. She had toured a range of provision areas including carpentry and joinery, painting and decorating and plastering, meeting both staff and students. Students across all levels were willing to engage in discussion and spoke positively about their experiences. Discussions with staff highlighted ongoing challenges around staff recruitment and ensuring appropriate support was available to meet student needs. Overall, JT considered there was a great deal to celebrate within the provision and that the College should do more to market and showcase its successes. She was particularly encouraged by the number of female students participating in traditionally male-dominated curriculum areas and noted the importance of maintaining a focus on increasing female participation.	
176.	JT also reported on a joint visit undertaken with SB in June, which arose from SB's planned learning walks. Although the College was relatively quiet at that stage of the academic year, they had observed painting and decorating learners undertaking detailed artwork, Level 2 learners completing tiling work, students on a six-week plastering course demonstrating impressive skills, and furniture-making students producing work of an exceptionally high standard. JT suggested that some of the furniture pieces could be displayed publicly to help promote the College and showcase learner achievements.	

Min. Ref.	Minutes	Actions
177.	JT noted the presence of several adult female students within the plastering cohort, some of whom were intending to establish their own businesses.	
178.	Finally, JT reported that she had informally met local MP Fabian Hamilton and had taken the opportunity to advocate on behalf of the College's interests in relation to local developments and investment opportunities.	
179.	PN reported on a Link Governor meeting with Carly Sidebottom (CS) – Assistant Principal Partnerships & Skills held on 29 June. PN commented that CS was focused and efficient, and he noted that, while the meeting fell under the apprenticeship portfolio, CS's oversight was primarily concerned with employer engagement rather than the operational delivery of apprenticeships.	
180.	CS had provided an overview of her responsibilities, which included work relating to the West Yorkshire Combined Authority provision, 19+ employability provision, careers advice for T Levels, and wider employer engagement activities. Discussion covered future plans to strengthen employer engagement, particularly with smaller businesses, to support apprenticeship opportunities. PN commented that CS was also involved in developing the College's CRM system, subject to securing funding, and contributed to curriculum review activities, including consideration of emerging technologies.	
181.	PN noted that responsibility for apprenticeships had recently transferred to Chris Tunningley (CT) - Assistant Principal Apprenticeships & HE and suggested that the current Link Governor remit was too broad. PN suggested that oversight should be divided between a Governor focusing on apprenticeships and performance, including for example, End-Point Assessment (EPA), and a Governor focusing on employer engagement, reflecting the scale and significance of both areas. This was considered particularly appropriate given the size of the College's apprenticeship provision. It was agreed that this would be reviewed by the Search & Governance Committee.	**Search & Governance Committee Autumn 2026**
182.	Discussion also highlighted an upcoming employer engagement event in September, which would serve as the regional launch of the CTEC initiative. The event was expected to attract approximately 100 employers, alongside key stakeholders including local authorities and combined authorities from across Yorkshire and the Humber. Members emphasised the importance of employer participation in supporting curriculum development and creating pathways into apprenticeships.	
183.	Governors discussed how they could support attendance at the event through their own professional networks. It was suggested that information about the event, including details of the organisations and sectors CS wished to engage, be shared with Governors to enable them to promote the event and encourage participation among relevant contacts.	**CS July 2026**
184.	RH advised that Governors would shortly receive a save-the-date communication, which CS had started to distribute earlier in the week and was continuing to send out. Attached to the communication would be a Microsoft Forms survey containing a small number of questions. Governors would be invited to identify any employers, partners or other stakeholders they felt should be invited to attend.	

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185.	RH explained that the form would also provide further information regarding the event, including details of the agenda and associated arrangements. Completed responses would be used to ensure that invitations were issued to the appropriate individuals. CS was continuing to work through the distribution of the save-the-date notifications.	
186.	JD reported that he visited the College in mid-May, shortly before the GCSE English and Mathematics examinations, where he met with Jamie Francis (JF) – Head of College Experience, Behaviour & Engagement and members of the Safeguarding Team. Discussions focused on safeguarding trends and the changing profile of student needs. The team had demonstrated a strong understanding of emerging patterns and concerns, including positive developments in areas such as young men's mental health. JD explained that the team was receiving encouraging feedback from students and that current awareness sessions and talks were supporting these themes effectively. JD was also reassured by the team's detailed knowledge of the student cohort and the preventative support and onboarding arrangements in place for vulnerable learners.	
187.	As part of the visit, JD had also observed English and Mathematics lessons immediately prior to the examinations. He was particularly impressed by the positive relationships between staff and students, especially within classes containing learners with higher levels of need. Staff demonstrated effective classroom support strategies, helping students remain calm, focused and engaged despite the pressures associated with impending examinations and previous unsuccessful attempts. JD observed the impact of the College's inclusive classroom approach, together with consistent staffing and routines, which appeared to provide reassurance and stability for students during a potentially challenging period.	
188.	In response to questions regarding the effectiveness of the inclusive classroom model, JD noted that, while his direct lesson observations had been limited, discussions with staff over time, including Steve Connell (SC) – Assistant Principal Study Programmes & High Needs and English and Mathematics teachers, indicated growing confidence among students. JD commented that the consistency and predictability of classroom routines enabled students to understand expectations and engage with learning more effectively. While some learners remained uncertain about their academic abilities and examination performance, the consistent and supportive approach adopted by staff was welcomed by students to support them achieve the best possible outcomes.	
189.	PB reported that he had held an introductory conversation with Rob Smith (RS) - Head of Partnerships & Skills and had subsequently been involved in discussions with CS and RS regarding an engineering employer who had expressed an interest in supporting T Level students next year. Further conversations had taken place between PB and CS, during which they explored potential contacts within the construction and engineering sectors who may be willing to offer industry placements and T Level work experience opportunities.	
190.	PB commented that a positive dialogue was developing around utilising Governors' and stakeholders' professional networks to identify employers who could host students. He highlighted the potential value of contacts held by Governors and others within the construction industry in supporting future placement opportunities. Overall, PB described the engagement as positive and constructive, with encouraging levels of involvement from those participating in the discussions.	

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191.	JH reported that he met with CT and Andrew Whitehead (AW) – Head of College Experience, Behaviour & Engagement at the beginning of June to discuss the College's Sustainability Strategy. CT had provided an overview of the strategy and subsequently shared a copy for review. Following the meeting, JH had provided feedback and comments from his perspective and shared these with CT. To support the development of the strategy, JH commented that he had forwarded copies of the Sanctuary Housing Sustainability Strategy and the York and North Yorkshire Combined Authority Sustainability Strategy, highlighting elements that may serve as useful reference points and examples of good practice.	
192.	JH noted that there had been an intention to arrange a further in-person meeting to continue discussions; however, this had been delayed due to holiday commitments and other travel arrangements. He confirmed that he would follow this up with CT in due course.	
193.	ND commented that a Sustainability Conference had been held today, led by AW, and noted that this had gone very well.	
	26-124 – Principal's Report / Strategic Plan 2025-2030	
194.	ND presented Item 26-124 and provided an overview of the various sections. ND referenced the significant pace of reforms and change in the sector now.	
195.	ND introduced the demographics section by referencing the Milburn Report and the ongoing capacity challenges across Leeds. While A-level provision within the city remained sufficient, there continued to be a shortage of places for Level 1 and Level 2 technical education. Although demographic growth was forecast to level over time, demand for technical education was expected to remain strong, particularly as learners who do not follow academic routes continued to require skills development and retraining as adults.	
196.	The demographic projections presented reflected a worst-case scenario based on current birth rates and no future inward migration to Leeds. It was noted that this scenario was unlikely, as the city continued to attract both domestic and international migration, although national immigration levels have reduced significantly compared to two years ago. While future migration trends remained difficult to predict, major cities such as Leeds were expected to continue attracting people through employment opportunities and economic growth.	
197.	ND highlighted that technical education remained a significant national policy priority, with increased political focus anticipated over the coming years. Feedback from discussions with government and mission board representatives suggested that the pace of change within the skills and education agenda was expected to accelerate, given the emphasis on economic growth, workforce development and delivery against government priorities (which would also be linked to priorities of the incoming Prime Minister). At the same time, increasing numbers of young people were choosing vocational and technical pathways over university, driven in part by concerns about the cost of higher education.	
198.	Recent discussions across the sector indicated that the challenge was no longer how to encourage more people into technical education, but how providers could meet rising demand. As a result, colleges would need sufficient capacity, resources and employer engagement opportunities to respond effectively.	

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199.	ND commented that Leeds was becoming increasingly diverse and that demographic growth, and thus the College population growth, was strongest among ethnically diverse communities rather than the traditionally dominant white male population associated with construction industries. The College was already seeing this shift reflected within its 16-18 learner profile and, increasingly, within apprenticeship recruitment (along with an increase in female participation). Enhanced data and dashboard tools now provided detailed intelligence regarding school engagement, geographic participation and learner demographics, enabling a more targeted marketing and school liaison strategy. This intelligence supported the College in identifying under-represented groups and strengthening relationships with schools that currently did not progress learners into construction pathways.	
200.	ND emphasised that demographic changes beyond 2030 provided sufficient time to build stronger partnerships with schools and communities to support future recruitment and work was ongoing to ensure that the College supported students who wanted to enter the construction industry and progress.	
201.	While learner volumes were increasing, the College's market share had remained broadly stable. It was noted that modest increases in market share could result in significant learner growth. Achieving this, however, was dependent upon future accommodation capacity. ND noted that without delivery of the proposed CTEC building, the College would soon reach its physical capacity limit, restricting further growth despite increasing demand.	
202.	ND commented that improving learner progression remained a key strength and differentiator for the College. Strong progression rates from full-time construction programmes into apprenticeships were highlighted as a particular success, with current initiatives linked to CTEC and wider curriculum development designed to further strengthen this position. Ensuring learners received high-quality industry experience, work placements and progression opportunities remained central to the College's strategy.	
203.	ND provided an update on the work of the Mission Board. Two key strands were currently being developed nationally: the creation of a more integrated skills and labour market intelligence system through the consolidation of multiple datasets, and increased employer engagement to expand work placements and progression opportunities. ND reported that around half of the College's T Level students now progressed to university while the other half progressed directly into higher or degree apprenticeships with employers, demonstrating the effectiveness of the model. Expanding employer placements was therefore identified as both a progression priority and a valuable recruitment tool, enabling the College to offer learners clear routes into skilled employment within a challenging labour market.	
204.	PB asked how T Level students were progressing into apprenticeships and whether students were securing opportunities independently. ND explained that, in most cases, students were progressing into apprenticeships with the employers who had provided their industry placements. Through those placements, students had demonstrated their skills and suitability, resulting in employers offering apprenticeship opportunities. Governors were advised that the College now had approximately three years of data supporting this pattern of progression.	

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205.	Discussion then turned to student growth and estate capacity. It was noted that the College may be approaching a limit in terms of available space. ND explained that the College was reaching full capacity, highlighting examples of existing spaces and corridors being repurposed into specialist teaching areas, such as plastering workshops. While additional space could support further classroom-based delivery and T Level growth, industry placements would remain a limiting factor in some areas.	
206.	Governors asked about space utilisation across the campuses and CD advised that this was regularly monitored. It was acknowledged that space utilisation could be challenging to assess, as delivery patterns resulted in some periods where campuses were extremely busy and others where rooms may appear underused. CD explained that utilisation was constrained by timetabling requirements and modes of curriculum delivery, limiting flexibility compared with some other sectors.	
207.	CD explained that he carried out regular estate review meetings and campus walkarounds with the Head of Estates, during which teaching spaces were reviewed and adapted to meet curriculum needs. Governors heard that estates staff had been highly responsive in creating and repurposing accommodation where required, although the College was reaching the point where further adaptation opportunities were becoming limited. It was confirmed that North Street and South Bank 1 campuses were operating close to capacity, while South Bank 2 experienced lower levels of utilisation at certain times due to the nature of the provision delivered there.	
208.	SCa suggested that more formal evidence of space utilisation and capacity pressures could be helpful, particularly in the context of future capital investment or funding bids such as CTEC. It was suggested that documentary evidence or a narrative assessment demonstrating that the College was approaching capacity would help support discussions with external stakeholders and funders. CD acknowledged the value of formally evidencing capacity pressures and agreed that developing a clearer evidence base could be beneficial.	**CD Autumn 2026**
209.	RH commented that the College's aim to increase market share depended not only on attracting new students but also on ensuring strong progression routes for existing learners. He highlighted the importance of avoiding situations where decisions had to be made between accommodating progressing students and recruiting new cohorts, stressing that the College's objective was to support progression for all learners wherever possible. RH referenced successful examples of students progressing from Level 1 programmes through to higher and degree apprenticeships, describing this as the model the College wished to expand alongside continued recruitment growth. He further advised that these discussions were being actively pursued through the CTEC network at both regional and national levels, as well as in engagements with the Department for Education (DfE) and Department for Work and Pensions (DWP). RH emphasised that Leeds College of Building was unique among specialist colleges, with growth equating to thousands of additional students rather than a small number of extra groups and confirmed that this message was consistently being communicated to policymakers and sector stakeholders.	

Min. Ref.	Minutes	Actions
210.	LG asked whether the pace of reforms and policy change could create challenges for the College. In particular, LG noted that if government initiatives were to accelerate – for example, a rapid expansion of infrastructure projects increasing demand for qualified workers – and these developments progressed through the planning system at the same time, the College could face additional pressure in meeting workforce needs.	
211.	ND commented that, while increased demand would be positive, there was a risk that limited capacity and space could prevent the College from accommodating all employer requests. This could result in the College being unable to support employers, which would be detrimental, as employers could quickly seek alternative providers and may be difficult to re-engage in the future. ND suggested that this was a risk that external stakeholders may not yet fully recognise, given that planning activity was only beginning to gain momentum. ND commented that not supporting employers would be the wrong outcome. ND added that other changes, such as curriculum reform, were more manageable and could be addressed effectively by the College.	
212.	ND referred to the Government's Curriculum and Assessment Review and noted that, although the proposals do not present any immediate implications for the College, they offer limited change in some areas. ND observed that the review did not substantially address issues relating to GCSE content or the wider factors that contribute to learners entering further education without strong GCSE outcomes. ND commented that a more ambitious or wide-ranging approach could have been beneficial.	
213.	ND commented that the most significant implications for the College related to the planned reforms to technical qualifications, particularly within Construction, which were not scheduled to begin until 2029-30. The introduction of two-year Level 2 programmes was highlighted as a potential concern. The current progression model allowed students to undertake a Level 1 qualification before progressing to Level 2, providing an opportunity to explore vocational subjects, develop employability skills and gain experience of college learning before committing to a particular pathway. There was a risk that removing this progression approach could negatively affect student experience and retention.	
214.	ND commented that previous experience of similar models demonstrated that some students leave after the first year, fail to progress, or gain employment before completing the qualification. While securing employment was a positive outcome for the student, current performance measures did not necessarily recognise this as an achievement for the College. Governors were advised that unless accountability and performance measures changed alongside curriculum reforms, this could create challenges for providers.	
215.	Despite these concerns, ND reported that the policy direction remained strongly focused on technical education and that the College was well positioned given the breadth of its technical curriculum offer. Governors were informed that a Strategic Transition Planning Statement (STPS) had been submitted to the DfE but the format returned by the DfE prevented it from being published on the Governor Hub in a readable format. A revised version would be shared once available. The STPS confirmed that the reforms were not expected to have a direct impact on the College until 2029-30 and that the College would continue to monitor developments closely.	

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216.	ND advised that particular attention would be paid as to how A Levels, T Levels and the proposed new V-Levels settled within the education landscape, as well as to the decisions schools made regarding curriculum pathways and entry requirements, given the potential impact on future student recruitment and progression into College programmes. SC continued to attend the 14-19 Headteachers' meetings to monitor developments across the school sector and ensure the College remained appropriately positioned.	
217.	ND suggested that both the Curriculum and Assessment Review and the proposed SEND reforms should remain standing items for monitoring by the Quality, Curriculum and Performance Committee over the coming years.	**JTH 2026/27**
218.	RH provided a brief update regarding V-Levels, explaining that he sat on the Department for Education's V-Level Consultation Board as the representative for the construction sector. The Consultation Board included representatives from a range of curriculum and skills areas, providing a mixed-economy perspective on V-Level development and reform. RH advised that this involvement would enable the College to monitor developments closely, both through the wider curriculum reform work previously outlined and through the specific lens of the College and the CTEC provision. This direct engagement with the Department for Education would help ensure the College remained informed of emerging policy changes and sector developments relating to V- Levels.	
219.	ND commented that, while the impact of curriculum reform was not currently a significant issue for the College, it would likely be more relevant for other colleges and curriculum areas.	
220.	ND provided an update on Ofsted and confirmed that the College was inspection-ready and awaiting notification of an inspection. It was noted that the Inclusive Classroom approach had been embedded for three years and it was intended that the College would refer to the fact that inclusion had been a longstanding and integral element of the College's culture and practice.	
221.	ND explained that the College's performance data now demonstrated a four-year trend of continuous improvement across most key measures. As a result, the focus internally had shifted from achieving large-scale improvements to securing marginal gains. Having previously achieved significant increases in areas such as attendance and achievement rates, attention was now being directed towards the smaller improvements that would make the greatest difference to future performance.	
222.	To support this approach, the performance review process would be refreshed. This would include greater use of dashboards and data analysis, with increased emphasis on detailed performance monitoring and granular measures, reflecting the fact that improvements of less than one percentage point now carried increasing significance. ND concluded by noting that an Ofsted inspection was anticipated before October.	

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223.	SCa referred to the ongoing preparations for Ofsted and highlighted the importance of ensuring that Governors who may be involved in the inspection were fully briefed and confident in their role. It was noted that further information would be shared to provide visibility of the assurance work taking place across the College and to demonstrate the strength and impact of activity undertaken by leaders and staff. SCa emphasised that the College has made significant progress and achieved many positive outcomes, and that these should be clearly recognised by the Board. Governors were encouraged to approach any future inspection discussions with confidence, reflecting the positive feedback already received about the College's achievements. It was stressed that the College should be prepared to celebrate its successes and proactively highlight its strengths to inspectors.	
224.	ND provided an overview on the political challenges faced by the College, noting that the rapidly changing political landscape made forward planning difficult and that the impact of recent political changes would become clearer over time. ND commented that, locally, there had been relatively little change in the political environment within Leeds, particularly in terms of representation and relationships at Leeds City Council. This contrasted with neighbouring areas such as Kirklees, Calderdale and Barnsley, where there had been more significant shifts in political leadership and control.	
225.	ND emphasised the importance of maintaining strong relationships with Leeds City Council and the West Yorkshire Combined Authority. She reported that the Combined Authority was working collaboratively with local council leaders across the region; however, this had been challenging given the extent of recent leadership changes. Four of the five council leaders across the region had changed, meaning that new relationships and ways of working were still being established. The College would therefore continue to prioritise engagement with local and regional stakeholders to ensure that its interests and strengths remained well represented within evolving political structures.	
226.	ND noted that the national policy landscape had continued to evolve since the report was written, and that sector bodies were considering how best to engage with newly elected representatives across different areas of the country. ND highlighted that some public commentary from certain individuals had raised questions about colleges' approaches to equality, diversity and inclusion. It was observed that any views that appear to challenge inclusive practice or question provision for particular groups could be at odds with the College's values. ND emphasised that such views would not be acceptable within the College community and asked how the College should respond if similar situations were encountered locally. The Board discussed the importance of maintaining a clear commitment to inclusion and ensuring that the College's values are upheld in all external engagement.	
227.	Governors discussed the balance between maintaining the College's values and engaging appropriately with elected representatives. It was noted that no formal guidance had yet been issued by the Association of Colleges, although this was anticipated later in the year, and that the issue appeared to be emerging more prominently in other regions, rather than locally. Governors agreed that any response would be strengthened by a sector-wide approach and recognised the need to engage with elected officials regardless of political affiliation while avoiding unnecessary political confrontation.	

Min. Ref.	Minutes	Actions
228.	The importance of maintaining political neutrality was emphasised, focusing discussions on the College's educational mission and commitment to providing opportunities for all learners. Governors commented that the College was open to everyone and existed to support individuals to develop skills, progress into employment and contribute positively to society. The Board also acknowledged the practical and moral considerations that may arise if elected representatives made comments perceived to be discriminatory or contrary to the College's values, particularly in the presence of students, noting that safeguarding and legal responsibilities would need to be considered. It was agreed that developments should continue to be monitored and that the position could change significantly before the next strategic discussion.	
229.	ND commented that the KPI section provided a snapshot of performance at the end of the academic year. Final performance results were due to be received over the summer and into the autumn term. Further updates would be provided to the Board as those results became available.	
230.	It was noted that the College did take a proactive approach to supporting communities and learners with additional needs, and that negative political narratives could prove counterproductive where organisations were actively championing inclusion and support. Members observed that public perceptions could often be influenced by language and presentation, suggesting that the framing of issues can be as important as the issues themselves. Examples were given of how different terminology can shape attitudes, highlighting the importance of careful communication and messaging.	
231.	ND commented that *Keeping Children Safe in Education* (KCSIE) had recently been published for implementation from September and contained several significant updates. There was a strengthened focus on mental health and on staff responsibilities where there were concerns that a child may be at immediate risk. The guidance had expanded sections relating to child-on-child abuse, serious violence and weapons, and the expectations surrounding gender-questioning young people, including a new section on the use of toilets. ND also explained that additional vulnerable groups had been specifically identified within the updated guidance. These included young carers, pregnant young people and teenage parents. It was emphasised that these were all groups that the College already recognised as potentially vulnerable and supported through its existing safeguarding processes and routine monitoring arrangements. KCSIE would be reviewed and Policy amendments presented to the Board for approval in Autumn.	
232.	ND commented that Erasmus funding, which had ceased following Brexit, had now been reinstated through the Turing programme. The College had successfully secured grant funding to enable 40 students to participate in a visit to Bali. It was noted that the opportunity would provide valuable personal development and cultural experiences for students, some of whom had never travelled beyond Yorkshire. The programme was described as well-established, including links with employers and a range of activities designed to broaden students' experiences, rather than focusing solely on construction-related learning. The visit was expected to last approximately two weeks.	

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233.	ND commented that, in response to a meningitis B outbreak in the south of England, the Government was providing a one-off vaccination programme for the current cohort of students progressing to university in September. Relevant information had been shared with eligible T Level students.	
234.	ND highlighted a new partnership with Checkatrade, led by CS, which had been launched at an event held at Leeds Rhinos. Through CTEC, the College had become Checkatrade's first national education partner, supporting the organisation's response to the Government's growth and skills agenda by helping apprentices who had completed their training to establish and develop their own businesses. The initiative would initially be piloted through the College, with the intention of rolling it out across the wider CTEC network. The partnership was described as a significant achievement and a strong example of employer engagement.	
235.	JM asked how the Place North event (sponsored by the College) had gone; ND commented that the event had been successful and well received.	
236.	SCa referred to the forthcoming Governors' Strategy Away Day which was being held at Leeds City College, Printworks Campus. ND confirmed that discussions would take place with the Printworks to reserve the parking spaces located behind the boardroom building. It was anticipated that the reserved spaces would be sufficient for Governors attending the event, with staff utilising the parking facilities on the main College site.	
237.	**Resolved:** The Board received the Principal's Report and update on the Strategic Plan 2025-2030.	
	26-125 – Approval of Budget and Two-Year Forecast	
238.	CD presented the proposed 2026/27 budget and two-year financial forecast, noting that the detailed assumptions and rationale had already been explored extensively by the Finance & Resources Committee. CD explained that the budget had been developed through a comprehensive planning process involving curriculum and resource planning, analysis of student numbers, assessment of staffing and operational requirements, and a prudent review of projected income. The resulting budget sought to balance investment in priority areas with a cautious approach to income assumptions, creating capacity to support future capital investment while addressing identified staffing pressures, particularly within Construction Crafts.	
239.	CD explained that the Department for Education assessed colleges against three key financial measures: operating performance (EBITDA), liquidity (cash) and debt. CD confirmed that the College remained debt-free following repayment of the loan. While borrowing would support capital ambitions, borrowing opportunities were currently unavailable following the ONS decision to reclassify colleges as public sector. Consequently, maintaining strong operating performance and cash reserves remained critical, particularly in relation to the proposed CTEC development. CD reiterated that the College's approach was not to place undue pressure on cash reserves to fund the project when there remained a strong case for securing external capital funding. SCa explained that discussions regarding the College's longer-term risk appetite (including approach to capital investment) would form part of the forthcoming Board Strategy Day.	

Min. Ref.	Minutes	Actions
240.	CD advised that, since preparation of the budget papers, the 16-19 funding rate had increased from £5,133 to £5,266 per student following an additional government funding announcement. This improvement had not been built into the presented figures and would be reflected in the first forecast revision in September. The College was funded for 1,372 learners in 2026/27 (certain due to the lagged funding model) and had prudently assumed that learner numbers would remain at this level. Apprenticeship income projections also reflected a cautious approach, recognising the complexities of apprenticeship funding and End Point Assessment delivery.	
241.	The Adult Skills Fund forecast for 2026/27 had likewise been prepared conservatively. Although management expected funding levels to exceed the assumptions contained within the budget, uncertainty surrounding Combined Authority funding allocations meant that only confirmed or highly probable income had been included. Confidence was expressed that additional opportunities would emerge during the year.	
242.	The forecast showed a reduction in the operating surplus compared with previous years; however, CD emphasised that this reflected deliberate investment in staffing and a prudent approach to income forecasting rather than any deterioration in the College's financial health. CD anticipated that income performance would likely exceed the forecast as the year progressed, whilst some expenditure assumptions would not fully materialise. Despite the lower forecast surplus, the College was expected to achieve an outstanding financial health rating throughout the planning period, with assessment scores of 300, 280 and 270 respectively across the three years.	
243.	CD explained that the financial plan supported a significant programme of estate investment, including improvements to the North Street and South Bank campuses, cladding works, refurbishment of student facilities, upgraded signage and the installation of digital display walls. It was observed that many of these improvements stemmed directly from the Board's earlier decision to retain and invest in the North Street estate. Governors welcomed the visible enhancements to the student environment and the College's intention to better promote and celebrate its successes through improved digital communications and branding.	
244.	CD commented that staff costs were forecast to increase as a proportion of income as the College invested in teaching and support capacity. The projected ratio approached the FE Commissioner's benchmark level but remained appropriate, particularly given expectations of further income growth and the impact of normal staff turnover. CD also explained that reductions in employer pension contribution rates had provided some financial relief.	
245.	The College's cash flow forecasts were reviewed, these showed cash balances rising from approximately £8 million to around £12 million over the three-year period, even after allowing for planned capital expenditure. These projections excluded any substantial contribution towards the proposed CTEC development, beyond the costs already committed to the design stage. SW queried whether the forecasts remained consistent with earlier CTEC funding assumptions and CD advised that, although cost plans had been refined, the overall position remained largely unchanged. The College could contribute towards the project but could not realistically fund the development entirely from its own resources without significantly weakening the financial sustainability of the College.	

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246.	CD outlined the principal risks to the budget, including apprenticeship achievement and End Point Assessments, learner recruitment, inflationary pressures, staff recruitment and retention challenges, wider economic uncertainty and political change. He also highlighted opportunities arising from further apprenticeship growth, capital funding bids, higher education expansion and prospective CTEC funding streams.	
247.	SCa commented that the proposed budget had been discussed in detail at the Finance & Resources Committee. RL noted that the proposed budget remained prudent while also providing significant opportunities for growth. It was recognised that the College's financial position often improved throughout the year, resulting in a stronger outturn than initially forecast. RL recalled earlier discussions regarding the implications should the CTEC project not proceed and how any surplus cash might be utilised. However, it was considered premature to explore alternative uses for these funds at this stage, as the College remained committed to pursuing the CTEC development and the budget provided the flexibility to support that ambition. While securing external funding remained the priority, it was felt that the budget represented a strong platform from which to progress strategic developments, even if all desired funding opportunities were not realised. JT referred to the correlation between quality and financial growth and commented that it was positive to see investment in staffing to improve the quality of education provided and student experience.	
248.	**Resolved:** The Board approved the Budget and Two-Year Financial Plan.	
	26-126 – Approval of Subcontracting Policy & Rationale	
249.	CD presented Agenda Item 26-126 and provided a brief overview. CD explained that the College undertook only a very small amount of subcontracting provision and sought to keep this activity to a minimum. As part of funding and contractual requirements the College was required to have a Subcontracting Policy and clear rationale in place. CD commented that the Policy and rationale had been discussed at the Finance & Resources Committee and recommended to the Board for approval.	
250.	**Resolved:** The Board approved the Subcontracting Policy & Rationale.	
	26-127 – Approval of Accountability Statement	
251.	ND explained that the Accountability Statement was available on the Governor Hub and explained that the key change for this year was the inclusion of the Inclusive Mainstream Fund. This funding had been allocated for the next three years to support colleges in transitioning from the current SEND system to the new SEND framework due to be implemented in 2030. ND commented that there would be external interest in understanding how the funding was being applied and, in future years, the impact it was having. ND commented that the intended use of the funding was clearly set out within the Accountability Statement.	
252.	ND commented that the only anticipated amendment to the document would be the inclusion of finalised performance data once it became available later in the summer.	

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253.	ND commented that the statement also contained the College's Local Needs Duty explanation, outlining the collaborative arrangements between the College and Leeds City College. It was noted that, compared with other areas where provision can be more competitive, the Leeds context enabled a more coordinated approach. ND commented that, for a general further education college, demonstrating alignment with local and national skills priorities could be more challenging, whereas the College's specialist focus meant it was clearly meeting national priorities for the construction sector.	
254.	Governors were invited to provide any comments or queries before the document's submission at the end of July 2026.	**Governors July 2026**
255.	**Resolved:** The Board approved the Accountability Statement.	
	26-128 – Search & Governance **a) Overview from Committee Chair**	
256.	JTH provided an overview of the Search & Governance Committee held on 12 May 2026.	
257.	**Action for the Board to take** **AoC Code of Good Governance** Confirm and approve the College's compliance against the AoC Code of Good Governance for reporting in the Annual Financial Statements. **Policy Approval** Approve the revised Policy on Publication of Minutes, including strengthened provisions relating to: • Confidentiality and exclusions • Commercial sensitivity (notably linked to major procurement activity such as CTEC). **Committee Leadership and Succession** Note progress toward: Appointment of Vice Chair of the Corporation (July Board). Succession planning for Finance & Resources Committee Chair.	
258.	**Assure the Board** **Governance Effectiveness and Attendance** Board attendance remains strong and meets the KPI at 80%. Improved oversight of attendance issues through: Chair and Clerk intervention Governor one-to-one discussions Monitoring improvements evidenced and to be tracked over time. **Board Skills, Recruitment and Capacity** Board currently at full membership (20 Governors) with: Planned turnover creating future vacancies (July 2026 onwards). Active succession planning and pipeline development.	

Min. Ref.	Minutes	Actions
	Skills gaps have been identified and partially mitigated through recent recruitment, particularly in: HR, Estates, IT, Business Continuity Further recruitment will be targeted and phased (Autumn). **Equality, Diversity and Inclusion (EDI)** Actions underway to improve Board diversity, including: Targeted engagement with Women in Construction. Recognition of under-representation (particularly female employer voice). Workforce return data collection aligned to DfE requirements – Governors were encouraged to complete the MS form circulated to ensure that the return could be completed in September 2026 (earlier than in previous years). **Link Governor and Engagement Model** Effective link activity demonstrated (e.g. safeguarding, curriculum areas). New Sustainability Link Governor appointed. Further enhancement planned: Review of link roles for alignment to strategy and leadership structure. Integration into Governor one-to-one process. **Governance Development and Training** Strong compliance with mandatory safeguarding training. New structured Governor training programme (2026/27) in place, including: Safeguarding Finance training DEIB AI and sector developments. JTH reminded members of the importance of completing any outstanding training promptly. **External Governance Review** External review by Stone King commissioned and brought forward. Clear process in place: Early reporting to feed into self-assessment and development cycle. Use of GovernorHub to streamline evidence access. The final report would be provided to the October Board meeting with themes being provided in advance of the September Governor Strategic Planning Day. **Risk and Governance Framework** Risk remains a standing agenda item. Major work underway to: Improve risk register structure and usability. Align risk reporting more closely with governance oversight. **Sector Engagement** College has re-joined the Association of Colleges (AoC) to: Enhance training opportunities. Strengthen sector connectivity and benchmarking.	

Min. Ref.	Minutes	Actions
259.	**Alert the Board** **AoC Code of Good Governance – Remuneration Code** Remuneration Code Developments. New national guidance published with: Increased transparency expectations. Sector uncertainty around reporting format ("comply or explain" emerging). This would be considered further during 2026/27.	
260.	**Resolved:** The Board received the update from the Search & Governance Committee.	
	b) Minutes from the meeting held on 12 May 2026	
261.	The minutes from the Search & Governance meeting held on 12 May 2026 had been uploaded to the Governor Hub under the Full Governing Board folder / 14 July 2026 for all Governors' information.	
	c) Recruitment & Membership Report	
262.	JTH presented the Recruitment & Membership Report and explained that the Corporation currently had 19 members against a maximum capacity of 20. Members acknowledged the significant contribution of departing Governors, including Dave Russell who completed his eight-year tenure in May and Peter Norris and Rachel Lindley, who would leave the Board at the end of July. This would result in a total number of 17 Corporation members.	
263.	JTH commented that James Dunsford was due to complete his first term of office in October 2026, and the Search & Governance Committee recommended his reappointment for a second term. JTH also noted that Staff Governor Mick Norton would reach the end of his first term in October 2026. A staff governor recruitment process would commence in September, with Mick eligible to stand for re-election should he wish to do so.	
264.	JTH commented that both Student Governors would complete their current terms during the year. As both remained students of the College, discussions would take place in September regarding their continued involvement. Particular recognition was given to the positive contribution made by Fawzi Mohamad through his attendance and engagement at meetings. Members also discussed the potential introduction of Student Governor Observer roles to strengthen succession planning and provide opportunities for students to develop into full governor positions.	
265.	JTH reported that co-opted members Ruth Manning and Javaria Sabar would not be continuing their appointments on the Finance & Resources Committee and Audit & Risk Committee due to work commitments. Their contributions during the year were acknowledged and thanked.	
266.	Members noted the proposed highlighted changes in the Corporation Membership paper (Appendix A) and the Committee Membership paper (Appendix B). JTH explained that some committees would require additional membership following recent departures and that future recruitment activity would be aligned to committee skill and capacity requirements. The Board approved LG as Chair of the Finance & Resources Committee for the forthcoming year and noted the strengthened position regarding committee leadership following recent appointments.	

Min. Ref.	Minutes	Actions
267.	Succession Planning was detailed in Appendix C and JTH explained that further refinements would be made during the year, including consideration of Vice Chair succession arrangements, Link Governor responsibilities, and the allocation of vacancies arising from Board departures. Changes to Link Governor roles, including the Manager link in Risk would be reviewed and confirmed during the year.	
268.	**Resolved:** The Board noted the Recruitment & Membership Report and approved the Corporation Membership schedule, the Committee Membership schedule and the Succession Plan.	
	d) Governance Improvement Plan	
269.	JTH presented the Governance Improvement Plan which provided an update on progress against the actions currently identified within the plan. JTH commented that this would be reviewed and updated once feedback from the Board effectiveness review had been received. Any resulting recommendations would be incorporated to ensure that the plan remained focused on the most appropriate governance improvement priorities and actions.	
270.	JTH commented that the plan had last been reviewed by the Committee in May and was scheduled for further review at the first committee meeting of the new academic year in October. The update provided assurance that progress continued to be made against the agreed actions.	
272.	**Resolved:** The Board approved the Governance Improvement Plan.	
	e) Code of Governance – compliance	
273.	JTH presented Agenda Item 26/128 e) and provided a brief overview. The Code, originally published in September 2023 and updated in November 2025, reflected changes in sector oversight arrangements, including the transition from the Education and Skills Funding Agency (ESFA) to the Department for Education (DfE). The Search and Governance Committee had reviewed the College's compliance against the six fundamental governance principles using the AoC assessment template included at Appendix 2 of the report. For each principle, the Committee considered the associated assessment questions and identified any actions required, ensuring that these were incorporated into the Governance Improvement Plan.	
274.	JTH explained that the Committee had also considered how governance-related actions were reflected consistently across the various statutory and regulatory documents produced by the College, including the Accountability Statement, budget documentation and other governance returns. As a result, work would be undertaken during the coming year to develop a single overarching document capable of mapping and tracking governance-related actions and requirements across all relevant submissions.	
275.	JTH explained that compliance with the AoC Code operated on a 'comply or explain' basis and that the Corporation was required to make a statement within the annual financial statements. The Search & Governance Committee therefore recommended that the Corporation approve a formal statement of compliance with the AoC Code of Good Governance for inclusion within the annual financial statements.	
Min. Ref.	**Minutes**	**Actions**

276.	**Resolve**d: The Board approved the Review of compliance against the Code of Good Governance. **f) Link Governor Schedule**	
277.	JTH presented Agenda Item 26-128 f) and provided a brief overview.	
278.	JTH commented that this would be subject to a further review in October to ensure that the appropriate Governors and managers were aligned to each specialist area. It was also noted that the comments raised by PN regarding apprenticeship provision would be incorporated along with the Risk Link Manager.	
279.	Governors welcomed the positive engagement and value of the Link Governor arrangements in providing oversight and understanding of activity across the College.	
280.	**Resolved:** The Board approved the Link Governor Schedule. **g) Policy on Publication of Minutes**	
281.	JTH explained that the Policy had been reviewed as scheduled. The Policy had been strengthened to provide greater clarity regarding the categories of information that may be redacted from published minutes, ensuring compliance with applicable guidance. Particular reference was made to the redaction of personally identifiable information relating to staff and students, together with commercially sensitive information. Governors noted the relevance of these provisions to major projects such as CTEC, where discussions regarding partnerships, funding arrangements and technical decisions may require confidentiality.	
282.	**Resolved**: The Board approved the Policy on Publication of Minutes.	
	26-129 – Senior Post Holder **a) Overview from Committee Chair**	
283.	JTH provided an overview of the Senior Post Holder Committee held on 12 May 2026.	
284.	**Action:** **Senior Postholder Pay Recommendations** Approved via Written Resolution to all Governors. **Senior Postholder Remuneration Policy** Note that an updated Policy will be circulated for approval, strengthened to include: Clear benchmarking approach (median positioning) Timing of review cycles and data availability Relationship to affordability and performance.	

Min. Ref.	Minutes	Actions
285.	**Assurance:** **Leadership Performance and Capacity** Overall Strategic Leadership Team performance is positive, with strengthened leadership capacity following recent appointments. Improved transparency, challenge and governance engagement are now embedded. **Strategic Alignment and Planning** Strategic context has shifted significantly (CTEC status, capital development, Ofsted changes). Multiple performance frameworks currently create complexity and duplication. Agreed action: A "where are we now" strategic summary to be developed over summer to: Align objectives Simplify performance monitoring Inform priorities for next 12–18 months. This would be provided to the Committee in autumn. **Principal Appraisal and Governance Oversight** Confirmation that: The Principal appraisal process has been formally completed. Appropriate arrangements are now in place for ongoing performance and wellbeing oversight. Future cycle will include six-monthly reviews. **Senior Postholder Wellbeing** First formal report provides assurance that: Senior leaders have access to external networks, mentoring and support. Governance oversight of wellbeing is strengthening (aligned to Ofsted expectations). Future developments: Review during Progress & Welfare meetings. Potential integration into Link Governor relationships. **Pay Benchmarking Approach** Confirmation that: Pay decisions are explicitly aligned to AoC median benchmarks. Clear principles applied: Pay reflects role value (not performance pay). Consistency across roles is maintained. External benchmarking is the primary reference point. In relation to the College values: The values of Fairness and Equity were considered in agreements regarding award decisions. The value of Deliver was at the forefront of discussions on SPH performance.	
286.	**Alert:** None.	
287.	**Resolved:** The Board received the update from the Senior Post Holder Committee.	

Min. Ref.	Minutes	Actions
	b) Senior Postholder Remuneration Policy	
288.	JTH explained that the Senior Postholder Remuneration Policy was presented for approval as part of its scheduled review cycle. JTH explained that the review was interim in nature due to the introduction of a new AoC Senior Staff Remuneration Code, which the Committee would consider in greater detail early in the new academic year and further amendments would be recommended during 2026/27. The current code, under which the College had previously reported, was due to be retired by the end of July 2027. As a result, the Committee would need to consider during 2026/27 how the College would adopt and implement the new code going forward. Approval of the existing policy with the revisions included was recommended by the Senior Postholder Committee in order to maintain compliance with the College's regular policy review cycle.	
289.	**Resolved**: The Board approved the Senior Postholder Remuneration Policy.	
	26-130 – Quality, Curriculum & Performance	
	a) Overview from Committee Chair	
290.	SB provided an overview of the Quality, Curriculum & Performance Committee held on 16 June 2026.	
291.	**Action for the Board to take:** Approve the Access and Participation Statement Review of KPIs over the summer, including contextualisation of attendance and English/maths targets – to be discussed by the Board at the September Governor Strategy session. Subcontracting rationale presented to the Board in July 2026.	
292.	**Action taken by the Committee:** None.	
293.	**Assurance to Board:** Student Experience & Safeguarding Strong student feedback: 96% feel safe; belonging and safeguarding understanding identified for improvement but with clear plans in place. "96% of students reported they felt safe… lowest scoring area was belonging at 84%." Students referred to the facial recognition in place. Targeted safeguarding work underway, including staff training and Prevent risk awareness. Quality of Education Teaching quality strong: 87% of staff meet expectations. Attendance improving across most areas, with contextualised targets planned for 2026/27. English provision deep dive shows significant improvement in attendance, punctuality, exam readiness and CPD. Attendance… 76.9%… exam attendance 96.2% and 95.6%. Attendance in Maths and English would remain a focus in the new year.	

Min. Ref.	Minutes	Actions
	Apprenticeships & Adult Provision Apprenticeship performance strong: attendance 92%, retention 88.9%, accountability framework fully green. Really positive to see the improvement in this area. Adult provision: attendance variable but achievement unaffected; targeted timetable review underway. Higher Education & OfS Compliance HE provision compliant with OfS conditions; strong accreditation outcomes (JBM achieved). TEF changes noted; maintaining Silver rating remains a priority. DEIB (Diversity, Equity, Inclusion & Belonging) Progress strong, with only minor medium-level risks. Recruitment of a Quality, Inclusion & Belonging Manager will strengthen capacity. CTEC (Construction Technical Excellence College) Programme well-embedded regionally; funding utilised effectively; governance and oversight strong. Ofsted Readiness Significant assurance provided through the new Power BI dashboard, enabling granular analysis and improved accountability. Nikki Carthy had been added to the Ofsted preparation group as SEND Link Governor. Risk Management New RSM risk management tool will strengthen strategic oversight. Ofsted risk remained outside appetite but mitigations are strong; Committee requested a review of the narrative / scoring.	
294.	**Alerts to Board:** The Committee recorded no formal alerts. However, the following emerging risks should be noted at Board level: CTEC Building Funding Gap £10m funding gap remains; planning submitted but project paused pending decisions – to be discussed further at Finance & Resources Committee. HE Staffing Succession Risk Ageing workforce in the University Centre (60% over 50; 30% over 60). Political Landscape & DEIB Potential future policy conflict with national direction on inclusion. Apprenticeship EPA Drop-off Some apprentices not completing EPA due to employer reluctance and low national pass rates. Employer Capacity for Work Placements Placement capacity remains constrained, particularly in construction sectors.	
295.	**Resolved:** The Board received the update from the Quality, Curriculum & Performance Committee.	

Min. Ref.	Minutes	Actions
	b) Minutes from the meeting held on 16 June 2026	
296.	The minutes from the Quality, Curriculum & Performance Committee meeting held on 16 June 2026 had been uploaded to the Governor Hub under the Full Governing Board folder / 14 July 2026 for all Governors' information.	
	c) Access and Participation Statement	
297.	The Access & Participation Statement had been recommended for approval by the Quality, Curriculum & Performance Committee. ND explained that the Office for Students (OfS) had recently updated its regulatory compliance requirements and that significant changes were being made to the framework, including the removal of some duplication where oversight is already provided by the Department for Education (DfE) and the Department for Work and Pensions (DWP). ND explained that the elements previously covered through the Access & Participation Statement were now reflected within the Accountability Statement and, as a result, the future requirement for a standalone document may be reviewed.	
298.	**Resolved:** The Board acknowledged the changes and approved the Access & Participation Statement for publication on the College website.	
	26-131 – Audit & Risk	
	a) Overview from Committee Chair	
299.	MS provided an overview of the Audit & Risk Committee meeting held on 29 June 2026, explaining that this had been attended by both the incoming and outgoing Internal Auditors.	
300.	**Key Items of Assurance:** **Internal Audit – Business Continuity & Emergency Planning** • Internal auditors (ICCA) issued Reasonable Assurance. • Controls judged adequate in design and good in application. • College compares reasonably well with sector practice; only one area slightly "behind the curve" (formalised generic evacuation plan). • College has accepted all recommendations and provided implementation timelines. • Planned programme of testing the BCP, including staged exercises and a full-scale test once preparatory work is complete. • Assurance that Martyn's Law requirements are being actively prepared for. **Internal Audit – Equality, Diversity & Inclusion** • Internal auditors issued Reasonable Assurance. • College's EDI activity judged good, with positive practice noted. • Recommendations relate primarily to data completeness (training completion, staff complaints, bullying/disciplinary data, workforce diversity data). • Assurance that HR is strengthening data capture and reporting mechanisms.	

Min. Ref.	Minutes	Actions
	Internal Audit – People Strategy • Internal auditors issued Substantial Assurance (highest rating). • Only low-priority and advisory recommendations made. • Strong assurance around staff development, people processes, and strategic alignment. • Committee formally congratulated the College on achieving a substantial opinion. **Internal Audit Annual Opinion (2025–26)** ICCA confirmed a clean annual opinion: Adequate and effective risk management, governance and internal control. No significant control issues identified. No material discrepancies arising from breakdowns in control. Sufficient governance work completed this year to allow a full opinion (not possible last year). 26 of 30 audit days delivered; remaining days allocated to the DfE funding audit. **External Audit / Funding Audit** ICCA confirmed they will continue to support the College with the DfE funding audit, now formally scheduled. Free school meal voucher replacement system now piloted and functioning well; will support DfE audit assurance. MS noted that a potential risk had been identified whereby any delay in the Funding Audit outcome could impact the final sign-off of the Annual Financial Statements 2025/26 (due by end of December 2026). Assurance was provided that, if required, the Department for Education would be briefed at an early stage to support any request for an extension to the submission deadline. **Appointment of internal Auditors** Committee ratified the appointment of the new Internal Auditors – WBG – welcomed to the meeting. **Internal Audit Strategy and Annual Plan** WBG presented the Internal Audit Annual Plan – presented to the Board for information. **External Audit Plan year ending 31 July 2026** RSM presented the External Audit Plan for year ending 31 July 2026 - presented to the Board for information. **Key Items of Alert / Risk:** **Timing of Internal Audit Reports** • GDPR and Sustainability internal audit reports were not available in time for the Committee meeting. • Concern raised that late receipt limited the Committee's ability to scrutinise and provide assurance to other committees (e.g. Finance & Resources). • Committee emphasised the need for timely audit reporting to support governance assurance cycles. **Business Continuity – Contact Information** • Committee noted privacy risks associated with storing staff personal contact details for emergency use. • Internal auditors advised mitigations (e.g. HR holding addresses rather than phone numbers; senior leaders conducting in-person contact if needed). • College to ensure GDPR-compliant handling of emergency contact arrangements.	

Min. Ref.	Minutes	Actions
	Business Continuity – Evacuation Planning • Need for a formal, Board-approved generic evacuation plan, particularly in light of Martyn's Law. • Committee noted this as a priority risk area requiring governance oversight.	
301.	**Key Items Requiring Board Action / Decision:** **Business Continuity Plan (BCP) -** Board will need to approve the updated Business Continuity Plan once revised in line with audit recommendations. Board should expect this in the new academic year. **Annual Audit & Risk Committee Report** Committee will incorporate ICCA's annual opinion into its own annual report to the Board. Board will use this to support the Statement of Corporate Governance and Internal Control in the annual accounts.	
302.	**Resolved:** The Board received the update from the Audit & Risk Committee.	
	b) Minutes from the meeting held on 29 June 2026	
303.	The minutes from the Audit & Risk Committee held on 29 June 2026 had been uploaded to the Governor Hub under the Full Governing Board folder / 14 July 2026 for all Governors' information.	
	c) Internal Audit Plan 2026/27	
304.	CD commented that WBG would be attending a meeting with the College Leadership Team early in the new academic year to refresh the importance of internal audit and to stress that the College has a new internal auditor who may have a slightly different approach.	
305	JT commented on the lack of papers from Internal Auditors and asked if this placed the College at any risk. MS explained that the Committee had asked ICCA for a verbal report on the missing reports and no issues had been noted. Feedback on the Sustainability Internal Audit was that the College was 'sector leading' and no recommendations had been identified. A small number of recommendations had been highlighted through the GDPR review. Recommendations would be reviewed by WBG as part of their follow up work during 2026/27. The importance of timely reports had been emphasised to the new Internal Auditors (WBG).	
306.	**Resolved:** The Board received the Internal Audit Plan 2026/27.	
	d) External Audit Plan 2025/26	
307.	**Resolved:** The Board received the External Audit Plan for 2025/26.	

Min. Ref.	Minutes	Actions
	e) Approval of Financial Regulations	
308.	CD explained that only minor amendments had been made to the Financial Regulations. These included revisions to certain financial limits to reflect the impact of inflation and updates to procurement and quotation thresholds to ensure they remained appropriate and proportionate. Changes had also been made to the approval process for higher-value expenditure, with a preference for decisions to be considered by the appropriate Committee or the Board wherever practicable, rather than solely through Chair's action. Chair's action would continue to be used where timings did not allow for Committee or Board consideration. The amendments were intended to provide greater opportunity for discussion, scrutiny and review of significant financial decisions.	
309.	SCa asked CD if he was confident that the College was compliant against all financial regulations. CD stated that as far as he was aware the College was compliant. LG asked whether the Financial Regulations were reviewed by the External Auditors. CD confirmed that both Internal and External Auditors would review the application of the Financial Regulations for matters pertaining to their areas of consideration.	
310.	**Resolved**: The Board approved the Financial Regulations.	
	26-132 – Finance & Resources **a) Overview from Committee Chair**	
311.	RL provided an overview of the Finance & Resources Committee meetings held on 28 April 2026 and 29 June 2026.	
	28 April 2026	
312.	**Action for the Board to take:** None.	
313.	**Action taken by the Committee:** Reserves Policy; Approval of the updated Reserves Policy (increasing minimum liquidity threshold to 40 cash days / £3.0m) is recommended. Capital Investment (Health & Safety / IT) Approval for the Public Address Emergency Alert System (Schoolwatch Audiebant platform) at a capital cost of approx. £118k, to support compliance with Martyn's Law and enhance site safety. CTEC Building (Capital Project) Capital project update received and approval of the name change to the CTEC Building for the development phase.	
314.	**Key Assurance to the Board:** Financial Performance and Sustainability; Improved financial performance, with forecast income increasing by £1.66m and EBITDA rising to £3.7m. Strong cash position (£7.3m) with careful ongoing monitoring. A robust line-by-line review of payroll costs, confirming forecast accuracy and control.	

Min. Ref.	Minutes	Actions
	Budget and Risk Management; Early indications for 2026/27 budget are positive, subject to further refinement. External economic risks (energy, interest rates, markets) were being actively monitored and prudently modelled. Risk register development was progressing, with plans to introduce a more dynamic and accessible system. HR and Workforce Implementation of a Recruitment systems (Applicant Tracking System) was progressing well. Leadership development (Aspiring Managers Programme) was well-received and effective. Staff wellbeing initiatives were impacting positively on morale and engagement. Gender pay gap: Reported at 11.92% mean / 22.5% median, primarily driven by sector workforce composition, not unequal pay. Evidence of year-on-year improvement and active mitigation strategies. Estates, Health & Safety and Compliance No significant issues identified through health & safety monitoring, including air quality checks. Significant estate investment was underway, funded through Transformation Fund, improving facilities. Positive response to student feedback is reflected in estate improvements. IT and Digital Infrastructure Significant cost savings (~£15k) achieved through renegotiated mobile contracts. Cyber Essentials Plus accreditation achieved, confirming strong cyber controls. Investment in infrastructure (devices, broadband, teaching spaces) supports delivery. CTEC Assurance on the plans in place and the steps being taken to secure funding and the process around the decisions on proceeding with the development. Further consideration will be given to the establishment of a Working Group to support and make robust decisions at pace in due course. Internal Audit Internal audit programme was on track, with: No major issues expected. Only minor/medium recommendations anticipated. Relationship with auditors had improved and stabilised.	
315.	**Alerts to Board:** None.	

Min. Ref.	Minutes	Actions
	29 June 2026	
316.	**Action for the Board to take:** • **Approval of budget** Budget 2026/27 & Two-Year Forecast - Budget constructed prudently with realistic assumptions for 16-18, apprenticeships and adult income. - Curriculum planning process is strong and has resolved historic staffing anomalies. - Pay award modelling was evidence-based and tapered to support lower-paid staff. The Committee had discussed how this was presented to staff to ensure that applicability of this was understood. - Staff costs remain within sector benchmarks (65–66%). • **Approval of Financial Regulations** Key changes include: - Expenditure decisions to come to F&R and Board rather than defaulting to Chair's Action. - Increase in quotation threshold to £10,000. • **CTEC Capital Project – Governance** Committee recommends establishing a Capital Project Working Group to provide specialist oversight, risk scrutiny, procurement advice and cost-certainty assurance. Group to be convened and ready to operate once funding position becomes clearer**.**	
317.	**Action taken by the Committee:** Approval of Sub-contracting Supply Chain Fees & Charges Policy.	
318.	**Key Assurance to the Board:** **Financial Performance (May 2026**) • Strong financial performance continues, with EBITDA increasing significantly due to in-year growth funding and prudent budgeting. • Cash position remains healthy (£9.3m at end of May), with expected reduction in July due to planned capital payments. • Financial controls and monitoring processes are robust; expenditure is regularly reviewed by VP and Management Accountant. • Energy cost review completed; standing charges and unit costs renegotiated favourably. **DfE Governor Dashboard** • College maintains Outstanding financial health. • Liquidity remains strong; no outstanding borrowing. • Dashboard visuals and benchmarking tools provide enhanced assurance to Governors. • Reserves are being actively aligned to strategic priorities, including CTEC. **HR Update** • Applicant Tracking System progressing well; expected to improve recruitment pipeline. • Aspiring Managers Programme continues to receive strong engagement. • Wellbeing initiatives positively received; Doctor Care Anywhere supporting earlier staff return to work. • Exit interview process strengthened; emerging themes (primarily pay) being monitored. • Gender pay gap benchmarking completed.	

Min. Ref.	Minutes	Actions
	Health & Safety / Estates • Statutory compliance remains strong. • Independent contractor assessments and ISO audit provide external assurance. • PPE compliance highlighted as an area for continued focus. **Sustainability** • Internal audit report very positive; College ahead of sector in embedding sustainability. • Committee agreed sustainability should be a standing item. • Work underway to develop KPIs, including headline consumption data (energy, water, waste). • Sustainability and energy-efficiency considerations embedded into future planning (e.g. Leeds PIPES District Heat Network) – CTEC. • Sustainability considerations integrated into wider estate strategy. **IT Update** • Mobile phone contract renewal completed. • Bursary meal system digitised and ready for full rollout; strengthens audit assurance. • Cybersecurity enhancements progressing well (Cyber Essentials Plus, MFA, penetration testing). • Digital signage and meeting room upgrades approved; will support Ofsted expectations around celebrating success. • SchoolWatch audible alert system progressing, with sensitivity considerations for neurodiverse students.	
319.	**Alerts to Board** **DfE Funding Audit (September 2026)** - Audit confirmed; free school meals digitisation will support compliance. - Funding compliance reporting to include length of time of outstanding reviews following Governor request. **CTEC Capital Project** - Significant funding shortfall remains; discussions ongoing with WYCA regarding £6.3m Construction Skills Package. - Additional £0.5m required to accelerate groundworks; unlikely to proceed due to funding uncertainty. - Planning decision expected August/September; early engagement positive. - Complexity of multiple funding streams and dual role (CTEC hub and recipient) identified as a governance risk requiring clear segregation of duties. - Political changes at Leeds City Council noted; potential impact on planning committee decision to be monitored.	
320.	**Resolved:** The Board received the update from the Finance & Resources Committee.	
	b) Minutes from the meetings held on 28 April 2026 and 29 June 2026	
321.	The minutes from the Finance & Resources Committee held on 28 April 2026 and 29 June 2026 had been uploaded to the Governor Hub under the Full Governing Board folder / 14 July 2026 for all Governors' information.	

Min. Ref.	Minutes	Actions
	c) Reserves Policy	
322.	CD commented that no significant changes had been made to the Reserves Policy and recommended this for approval,	
323.	**Resolved:** The Board approved the Reserves Policy.	
	d) College Insurance	
324.	CD commented that the College's cyber insurance cover had been increased to £2million following recent discussions with insurers and benchmarking information circulated amongst College Finance Directors nationally. The increase was considered appropriate in light of the current risk environment and sector benchmarking.	
325.	**Resolved**: The Board received the update on the College Insurance renewal noting the scope and the scale of the cover.	
	e) Management Accounts – May 2026	
326.	CD commented that the management accounts showed a relatively good position and he would continue to try and build on that with the budget for next year. RL commented that the graphs that were now included made the management accounts much simpler to read.	
327.	**Resolved:** The Board noted the Management Accounts (May 2026).	
	f) CTEC Building Capital Project Steering Group	
328.	The Board considered the proposal to establish the CTEC Building Capital Project Steering Group, as set out in the paper presented. It was noted that the proposed membership would comprise the Principal, Vice Principal, Head of Estates and Health & Safety, together with four Governors. Members were asked to approve the formation of the group in accordance with the proposed arrangements, with the opportunity for further discussion regarding its operation and governance at future meetings.	
329.	LG asked if the Group would have formal delegated authority to make decisions, noting that timely decision-making would be essential as the project progressed. It was acknowledged that the group would need an appropriate level of delegated authority to operate effectively and avoid delays. Members discussed the need to refine the wording of the proposed terms of reference and to consider further the composition of the group and how it would operate. It was noted that the immediate priority was the formal establishment of the group, with further details regarding delegated authority to be brought back for consideration. The rationale for creating a separate steering group was explained, with members observing that discussions within Finance & Resources Committee meetings had increasingly focused on the CTEC project. Establishing a dedicated forum would enable greater focus on the project while allowing the Finance & Resources Committee to continue overseeing broader College business. It was agreed that this structure would support timely and appropriate decision-making while enabling the Finance & Resources Committee to retain strategic oversight of the overall project.	**CD Autumn 2026**

Min. Ref.	Minutes	Actions
330.	**Resolved**: The Board approved the formation of the CTEC Building Capital Project Steering Group.	
	26-133 - Written Resolution **Senior Pay**	
331.	JTH explained that the paper documented the eligible Governors who had voted and confirmed the outcome of the written resolution. JTH explained that the outcome had been confirmed to Governors via email on 15 June 2026.	
332.	**Resolved**: The Board approved the Written Resolution.	
	26-134 – Impact of decisions made on students, staff, and stakeholders	
333.	SCa noted that the Board's committees were operating effectively and generating substantial work in support of the College's strategic priorities.	
334.	In relation to students, SCa highlighted the positive impact of ongoing capital investment, including progress towards the new CTEC facility alongside wider estate improvements such as façade works, refurbishment of internal areas and asbestos removal.	
335.	SCa commented positively on the value of the Link Governor programme in increasing Governors' understanding of the student experience and providing direct feedback from across the College. Recent student survey results were particularly encouraging, with high levels of positive feedback and 96% of students reporting that they felt safe at College.	
336.	The College's continued support for community initiatives, including participation in local Pride events, was also recognised as an important aspect of promoting inclusion and student wellbeing.	
337.	From a staffing perspective, SCa reflected on the positive staff survey outcomes reported throughout the year. While acknowledging that there remained opportunities to further strengthen communication and engagement at middle management level, SCa welcomed efforts to reward staff and recognised the importance of remaining competitive in areas such as construction, where recruitment and retention challenges were particularly significant. Governors agreed that attracting and retaining high-quality teaching staff was essential to securing the best outcomes for learners. It was also noted that student feedback continued to identify teaching quality as a significant strength of the College.	
338.	In considering stakeholders, Governors acknowledged the extensive external engagement undertaken by senior leaders, both regionally and nationally, including work associated with the CTEC development and wider sector influence. The Board noted the College's strong relationships with employers and the continued focus on engagement with political, combined authority and local authority stakeholders. Governors agreed that the visibility and profile of the College continued to increase at both regional and national levels and that maintaining this momentum would be important.	

Min. Ref.	Minutes	Actions
339.	ND highlighted a recent article on social value published by the College, noting its relevance to communities, employers and strategic partners. Governors were encouraged to read and share the article, recognising the importance of demonstrating the wider social impact delivered by the College.	
340.	SCa concluded that a number of significant and positive decisions had been made during the meeting and thanked members for their contributions and support.	
	26-135 – Date of next meeting	
341.	Strategic Planning Day – 25 September 2026 at 9.30am (The Print Works). JTH provided a brief update on plans for the forthcoming Strategic Planning Day. Agenda planning was underway and materials would be circulated in advance. An external sector overview would be provided by Julian Gravatt of the Association of Colleges to help frame strategic discussions. The day would focus on refreshing the Strategic Plan and associated KPIs, reviewing Governors' information requirements, and considering the College's risk appetite and approach to risk management.	
	a) Schedule of Corporation and Committee Meetings 2026/27	
342.	JTH presented the revised Schedule of Corporation and Committee meetings for 2026/27.	
343.	**Resolved:** The Board approved the revised Schedule of Corporation and Committee meetings for 2026/27. JTH stated that diary invites would be sent out over the summer.	**NF July 2026**
	b) Workplan summary 2025/26	
344.	**Resolved:** The Board noted the Workplan Summary for 2025/26.	
	26-136 – Review of the meeting	
345.	Covered under 26-134.	
346.	SCa commented that this would be PN's and RL's last meeting and on behalf of the Board thanked them for their commitment and contribution to the Board which was greatly appreciated. PN and RL provided helpful reflections from their years of involvement at the College.	