



**MINUTES OF A MEETING OF THE LINCOLN COLLEGE BOARD OF CORPORATION  
HELD AT LINCOLN COLLEGE ON TUESDAY 12 JULY 2016 AT 16:30 HOURS**

|                       |   |  |
|-----------------------|---|--|
| <b>Present:</b>       | Margaret Serna<br>Keith Batty<br><br>Haydn Beeken<br>Gary Headland<br>Peter Horner<br>Benjamin McDonald<br>Steve Marr<br>James Pinchbeck<br>Sam Yates | Chair<br>Chair of Quality & Performance Committee and<br>Chair of Lincoln College Academy Trust (LCAT)<br><br>CEO<br><br>Student President<br>Staff Governor<br>Chair of International Development Committee<br>Staff Governor     |
| <b>In Attendance:</b> | Natalie Hughes<br>Tom Dannatt<br>James Foster<br>Graham Harrison<br>Jacqui Varlow<br>Kevin Williams   | Interim Clerk to the Board of Corporation<br>Director of Finance & Performance<br>Managing Director (International & Commercial)<br>Director of IT & Projects<br>Director of Human Resources<br>Director of Performance & Planning |
| <b>Apologies:</b>     | Nick Cudmore<br>Pat Doody<br>Nick Lyons<br>Mark Locking<br>James Osborne<br>Dean Graham   | Chair of Audit Committee<br>Vice-Chair & Chair of Finance Committee<br><br>Managing Director (Education & Training Delivery)<br>Student Governor (HE)  |

**55/15 APOLOGIES**

Apologies for absence were received from Nick Cudmore, Pat Doody, Nick Lyons, Mark Locking, Dean Graham and James Osborne.

**56/15 ELIGIBILITY, QUORUM AND DECLARATIONS OF INTEREST**

It was reported by the Interim Clerk that notice of the meeting had been given and that a quorum was present. Accordingly, the meeting was declared open. There were no declarations made.

**57/15 PRESENTATION BY JOHN DUFF, HEALTH & SAFETY OFFICER, ON STANDARD RISK REGISTER – OVERVIEW OF A RISK AREA**

The Chair welcomed John Duff to the meeting and reported that she had attended the last College Risk Management Meeting, which she felt to be a valuable exercise. As a result of this the Chair felt it would be of benefit for Board Members to receive a run through of 4Risk system.

John Duff presented the 4Risk System to Board Members and reported that all members should have 'read only access' to the risk register; Board Members were asked to contact the Clerk if this is not the case.

The Chair informed attendees that the 4Risk system is a dynamic system, the paper report provided to the Audit Committee gives limited information on what is going on 'behind the scenes'.

Mr Pinchbeck questioned the population of the Risk Register and why it seems that the Lincoln College section is more populated than others; it was explained that the Lincoln College Risk Register has been set up for the longest period of time; there have also been changes in risk owners for both China and KSA operations.

Mr Beeken asked how risks are added to the 4Risk system; John Duff noted that a risk would be identified, discussed within the respective team and then added to the register as appropriate; following this, risks will be discussed in the Risk Management committee. Mr Beeken asked how risks are escalated; John Duff reported that risks are escalated and discussed within each department and then with senior management and Chair of the Risk Management Committee if required, following this it may be appropriate to escalate any concerns to the Board.

The CEO reported, from his experience, the 4Risk system is a highly useful tool which can be utilised in a variety of ways. The Chair requested that a live copy of the Risk Register is provided at future Board and Committee meetings, Governors were in agreement with this.

**Action: Clerk to use the live 4Risk system at future Board and Committee Meetings.**

The CEO added a note of caution, stating that many of the risks within the Register are operational and for that reason the risk register had been circulated to committees in a paper format historically.

## **58/15 MINUTES OF THE CORPORATION AND COMMITTEE MEETINGS**

### Board of Corporation Meeting – 24 May 2016

The minutes of the meeting held on 24 May 2016 were agreed as a true and accurate record pending amendment to minute 52/15 as detailed below.

Minute 52/15: Mr Dannatt suggested that the minutes are amended to state that the Board approved the budget for 2016/2017 and noted the proposed budget model for 2017/2018. Board Members were in agreement with this amendment.

Minute 48/15: The CEO noted that this action is to be discharged as the HLMP dates for this academic year have passed; dates for 2016/17 HLMP training will be circulated when agreed.

Minute 50/15: The CEO gave an update in relation to the College Financial Health Statement detailing that the SFA have concluded the College's Financial Health to be 'Satisfactory'. The CEO went on to report that a healthy relationship with the SFA had been maintained throughout negotiations.

### Audit Committee - 20 April 2016 & 29 June 2016

In the absence of the Chair, Mr Horner presented minutes of the Audit committee meetings, giving an explanation as to why an additional meeting had been called in June 2016.

The CEO disputed the minutes of 20 April 2016, minute 33/15 paragraph 4, relating to due diligence processes and noted that the sentence 'original due diligence had not been sufficiently robust' was not factually correct. The CEO suggested that this sentence be re-worded or struck from the record as due diligence processes were followed robustly, however with hindsight the overall outcome may have differed. Board members were in agreement with this suggestion.

**Action: Chair of the Audit Committee and Clerk to amend Audit Committee minutes dated 20 April 2016, point 33/15 paragraph 4.**

The CEO further raised a point regarding minute 33/15 paragraph 4; stating that International activity should not be passed through to Lincoln College Board of Corporation for approval as Lincoln College (International) LLC have an independent Board of Governors who are responsible for decision making. The Lincoln College Board of Corporation should be made aware of associated risks only. The CEO went on to state that he has tried to find evidence that underscores the point made within the minutes but has been unsuccessful. Board Members were in agreement and it was decided that that Mr Dannatt would have a further conversation with Mark Ashton-Blanksby and the notes would be re-worded with approval of the Audit Committee Chair. Board members raised concern around the length of time it has taken for these minutes to be reviewed at Board and it was noted that had there have been management presence at the last Audit Committee meeting, this would have been picked up earlier.

**Action: Mr Dannatt to liaise with Mr Ashton-Blanksby to clarify Minute 33/15 paragraph 4 and to report outcome of this conversation to the Chair of the Audit Committee and Clerk for amendment of the minutes as appropriate.**

The Chair reported that in terms of Audit findings it is important for Board members and Senior Staff members have an opportunity to comment. Mr Dannatt explained that forthwith, all Audit Management Recommendations will be passed through the Executive Leadership Team for comment.

Mr Pinchbeck raised concern in terms of the Minute taking process in general and queried whether the process currently in place is robust enough. It was agreed that the Minute review process would be reviewed within the Board and its Committee's Terms of Reference.

**Action: Clerk to liaise with Board Members and Chairs of the various Committees to amend the Terms of Reference in relation to the Minute review and approval process.**

Mr Horner moved on to give a verbal update of the Audit committee Meeting of the 29 June 2016, detailing that a number of audit reports had been reviewed in this meeting. Mr Horner gave a verbal summary of the highlights from this meeting:

The Learner Records and Conditions of Funding (CoF) audit had identified 84 learners who did not meet the conditions of funding. It was noted that of these 84 learners, 15 still remain on study programmes at Lincoln College; 5% above the agreed tolerance level.

The Risk Management process was considered during this meeting and the Audit Committee agreed that the KSA Risk Report should be presented to the Committee. An executive summary of Group Risks had been requested for future Committees.

The Audit committee were provided with an update in relation to the re-negotiation of the KSA contract, which at that time had not been concluded.

Mr Horner reported that there were a considerable number of outstanding actions identified within the Audit Follow-Up report, however it is anticipated that many of these will be addressed over the coming few months. Audit Follow-up will be added to the audit committee standing agenda moving forwards.

The internal auditors, ICCA, had reported 'reasonable assurance' in relation to the implementation of Audit recommendations issued previously.

The Learner Journey and STEP Wave 1 Audit produced 45 recommendations, 18 of which have been addressed. Assurance in terms of these recommendations was determined as reasonable.

The Financial Control and Payroll Audit provided 'substantial assurance'.

The High Needs Funding audit provided 'limited assurance', due to financial control being removed from the Director of Student Services and being centralised for a period of 12 months; this has since been reversed. It was noted that ICCA will return in the first term of the next academic year to gain further assurance.

There are Audit reports in production in relation to Group Structure, Management Information and the Lincoln College Directorate.

The external audit plan had been reviewed and audit committee members were assured that external audits would be completed in a timely fashion.

The Audit Committee had discussed, in the absence of ICCA, the appointment of internal auditors; it was agreed that ICCA would be re-appointed to the role of internal auditor for a further year, after which the matter would then be reviewed.

Mr Horner opened the floor to questions.

The Chair questioned Mr Williams about the COF non-compliance; Mr Williams explained that this was largely due to poor student attendance on English and Maths qualifications. Attendance in terms of Maths & English had improved greatly when compared to the last academic year and it was noted that a considerable amount of effort to improve student attendance had been undertaken. This effort will continue into the coming academic year and beyond. Mr Williams informed Board members that English & Maths tutors have now been imbedded within the Schools which it is hoped will improve achievement and attendance rates.

The Chair asked Mr Dannatt if budget figures would be affected by the non-compliance of the COF. Mr Dannatt reported this has been taken into account.

The Chair invited Ms Yates to pass comment on the High Needs Audit. Ms Yates reiterated the detrimental impact of the High Needs budget re-allocation.

The Chair thanked Mr Horner for his report.

#### International Development Committee – 27 April 2016 & 28 June 2016

The minutes of the International Development Committee dated 27 April and 28 June 2016 were taken as read.

Mr Pinchbeck noted that the meeting dated the 28 June 2016, had been the first occasion in which Mr Foster, Managing Director for International and Commercial and Mr Scott Upton, General Manager of the College in KSA, had been present.

At this meeting a variety of strategic issues were identified and discussed. The name of the committee had been amended to the 'International Development Committee' with the TOR amended accordingly. An operational plan had been submitted with a focus on stabilisation and growth internationally. Mr Pinchbeck noted that both operational and strategic risk had been considered as part of the committee and it was felt that the committee had 'found its feet'.

Mr Pinchbeck noted that the presence of Richard Banks at a previous Board meeting had been useful and shared that Mr Banks would be invited back to give a briefing on China's 5 Year plan. It was also noted that the China British Business Council (CBBC) would be invited to give a briefing at a future Committee meeting.

## **59/15 MATTERS ARISING AND NOTIFICATION OF URGENT BUSINESS**

Nothing raised.

## **60/15 CEO's REPORT**

The CEO presented his report. It was reported that new staff have settled into the organisation well, staffing challenges have been identified within the Finance and Business Development department. The CEO welcomed members of the Executive Leadership Team to the Board Meeting.

The CEO gave an update on the current position of the Area Review noting that the formal process is to commence on the 3 October 2016. Mr Pinchbeck queried whether discussions with other colleges regarding collaboration, ahead of the Area review, would put Lincoln College at an advantage, further discussion ensued.

The CEO progressed through his report to STEP and noted that the STEP is still transforming areas of the College and it was noted that there is potential for the commercialisation of STEP. There are several STEP projects underway currently including the transformation of the Management Information Service, further detail of this transformation will be brought to a future Board Meeting. The CEO noted that the STEP team are aiming to create a transformation programme that utilises technology.

The CEO took the international Development section of the report as read and opened the floor to questioning. No questions were asked. It was noted that Internationalisation is the number one priority in China's 5 year plan.

The CEO briefed Board Members on the ongoing development of the College's strategic plan and it was noted that the Strategic plan finalisation date is 28 September. College Directors are keen to be involved with the plan and take ownership of the targets within. The CEO asked Board Members for comments regarding the plan; Mr Pinchbeck noted that there aren't any obvious references to Governance and shared his aspiration to have 'excellent governance, innovation and delivery'; Mr Pinchbeck went on to share his aspiration to receive national recognition given the College's international standing. Mr Harrison noted that the term 'employer' was not present within the CEO's report of the Strategic Plan and suggested that this be considered further.

The CEO thanked Board Members for their comments.

The Chair thanked the CEO for his report.

## **61/15 DIRECTOR OF FINANCE & PERFORMANCE'S REPORT**

### **62/15 Financial Regulations Policy – For Approval**

Mr Dannatt presented the Financial Regulations Policy to Board Members noting that the Policy had previously been approved by the Finance Committee. Mr Dannatt detailed that these regulations are already in need of some amendments due to reference to the Chief Operating Officer (COO) throughout.

It was agreed by Board members that the financial Regulations Policy would be approved and that Mr Dannatt would amend the reference to the COO throughout the report.

**Action: Mr Dannatt to amend references to COO throughout the Financial Regulations Policy.**

### **63/15 Fees Policy 2016/17 – For Approval**

Mr Dannatt reported that it is an annual requirement to review and approve a fee's policy following changes in guidance from the SFA. Mr Dannatt noted that there is room for improvement within the 2016/17 Fees policy however the figures and data within are both accurate and factual.

The Chair asked if the policy aligns itself with the HE Fees policy submitted by Becki Hamnett. Mr Dannatt reported that this policy does align with the HE Fees policy and is correct.

Board Members approved the Fees Policy for 2016/17.

### **64/15 Two Year Finance Plan – For Approval**

Mr Dannatt presented the Two Year Financial Plan to Board Members, noting the annual requirement to submit a 2 year Financial Plan to the SFA by the 31<sup>st</sup> July. Mr Dannatt gave a briefing of the detail found within the plan drawing attention to the sensitivity analysis on page 10.

Mr Dannatt requested agreement from Board members to change some of the detail within the plan to account for inter-company data and assured Board members that the bottom lines would not be amended; this is to ensure factual accuracy at the time of submission.

Mr Beeken asked how the proposed Apprenticeship Levy would affect the College's financial plan and had this been factored in? Mr Dannatt reported that this has been considered and if the levy comes into force the College will be able to re-model a financial plan. The CEO noted that the biggest impact of the apprenticeship levy would be on cash-flow; funding will come directly from employers rather than the SFA. The CEO went on to note that the production of this 2 year financial plan had been positively received and assured Board Members that the impact of operations in KSA will be detailed within the plan.

The Chair reported that the Financial Plan was of an excellent standard and very informative.

Board Members approved the Financial Plan.

### **65/15 Salix – For Approval**

Mr Dannatt extended his thanks to Rachel Newton for the completion of the SALIX report and informed Board Members that SALIX is an Interest free loan from a not-for-profit company backed by the Department for Education and HEFCE.

There are over 14,000 projects funded by SALIX across the country. Mr Dannatt requested approval from the Board to draw down an interest free, 5 year loan in order to fund LED lighting upgrades. Mr Dannatt reported that a full and competitive tender process would be conducted. The loan, if approved will be accounted for in the Financial Plan.

Board Members approved the SALIX Bid.

#### **66/15 MD (E&TD)'S REPORT**

#### **67/15 Programme of External Audit Recommendations to be Developed – For Approval Post Ofsted Inspection Action Plan**

Mr Williams requested that agenda item 8A and 8C be taken together, the Chair agreed to this.

Mr Williams informed Board Members that the dates for the Performance and Quality Committee for 2016/17 had been set and that the whole college Self-Assessment Review (SAR) would be moderated on the 7 December; there are intentions to include external representatives to aid in SAR moderation. Mr Williams noted that Teaching and Learning Assessment Meetings had commenced.

Mr Williams suggested that Board Member involvement in themed learning walks throughout October, January and May, would be of benefit to both the College and Committees and noted that the College is keen to consider Teaching and Learning Peer Reviews with an external consultant throughout November and March. Mr Williams reported that a further Mocksted inspection would be conducted however the date of this is currently unconfirmed.

The Chair shared her support in terms of Peer Reviews and requested that Board members participate in this programme.

The CEO shared his intention with Board members to visit every building and department across the group in the next academic year and asked if Board Members would like to be involved. Board members noted that this is a good idea and would like to be involved moving forwards.

**Action: Clerk to advise Board members of building and departmental visits dates and times.**

Mr Williams moved conversation towards the Ofsted Improvement Plan and reported that the full Ofsted Report has been published.

Mr Williams presented Board Members with data showing the national picture in relation to the gradings awarded following recent Ofsted Inspection and noted that under the new CIF, many colleges have had their grading reduced from previous inspections; and only one College had received an 'Outstanding' grading this year.

Mr Williams extended his thanks to Board Members for their involvement in the Ofsted Inspection.

Mr Williams summarised the inspection strengths and weaknesses set out in the Ofsted Report; actions taken to date and action required moving forwards:

#### Strengths:

Clear vision; Strong partnership work meeting the needs of employers; Adult learners benefit from good lessons enabling progression; Teachers have good subject knowledge and prepare students for employment; Student receive a good level of enrichment.

Weaknesses:

Management Information; Lesson observation effectiveness and process; 16-19 English and maths; Stretch and Challenge; Attendance Rates; 16-19 progression into external work experience or higher level study.

Action so far:

All staff have been briefed on the findings from the Ofsted Inspection; Inspection focus groups have been set up; Inspection project group has been established (Gold Group); STEP mandate has been produced with the Post Ofsted Improvement project reporting to the Performance and Quality Committee.

Actions required:

Development of the Ofsted Improvement Plan; Delivery of STEP mandate; External peer review Process; Delivery of a new learning strategy; Engagement with external partner regarding a cultural change in Teaching Learning and Assessment; A stronger focus on high expectations in attendance behaviour and punctuality for both staff and students; Development of a work experience central coordinator role; Cross college English and Maths team to be fully imbedded into schools; Implementation of new tutorial model.

The CEO noted that a change of tempo would be apparent in September, language will be adapted to be more forward leaning and there will be increased visibility of Senior Management. The CEO also acknowledged the importance of rewarding staff for their continued dedication.

The Chair asked Mr Williams, who is represented in the Ofsted Gold Group meetings and it was noted that attendees are predominately directors from both academic and support departments currently but as the Ofsted Improvement Plan develops so will the representatives within the Gold Group Meeting.

Mr Pinchbeck asked if any lessons can be learnt from the College who achieved an Outstanding Ofsted rating? Mr Williams noted that this particular College had very high outcomes, good attendance levels and good achievement rates and noted that it may benefit Lincoln College to visit the outstanding College in the future. It was noted that Outcomes for Learners at the college need to improve; English and Maths outcomes account for approximately 40% of Lincoln College's overall outcomes.

Mr Pinchbeck asked if there's a role that the Governing Body or individual governors can play in order to support work experience for students and it was agreed that this would be worth considering further. Mr Williams noted that with the implementation of a central work experience coordinator, the College should see a marked improvement in the number of students taking part in external work experience. It was noted that internal work experience is categorised as 'Enrichment', rather than work experience, by Ofsted.

Mr Batty asked if it would be beneficial for Senior Managers and Board Members to develop a set of lesson Observations key questions in order to develop consistency. The CEO noted that this is being considered within the Executive Leadership Team Meetings and further information will be circulated to Board Members when available.

**Action: Clerk to circulate Key questions in terms of Lesson observations to Board members when available.**

## **68/15 Subcontracting Report**

The Subcontracting Report was taken as read.

Mr Williams summarised the detail within the report noting that in 2015/16 the College had worked with 11 Sub-contractors. In 2016/17 the college will reduce this number in order to increase focus on quality of delivery.

Mr Pinchbeck asked if there would be a significant impact upon those companies who will not be awarded a contract. Mr Williams reported that there would not be a significant impact to his knowledge.

Board Members approved the Subcontracting Report.

## **69/15 Higher Education Fees 2016-2018 – For Approval**

It was noted that detail within the report had been touched on in minute 63/15.

The paper proposes firstly that HE Fees are increased by approximately £500 per year in 2016/17, following changes to the bursary system. This additional cost will be used to enhance learner experience and development of skills for employment. There are no intentions to increase fees further in 2017/18.

Secondly it was proposed that in the future, the HE Fees policy is presented to the Board in February's meeting.

The Chair queried the changes in part times fees throughout 2016/17 and 2017/18. Mr Williams noted that the fee will remain the same but the repayment period will change from 4 years to 3 years.

The CEO noted an issue with the narrative of the report which will be picked up by Mr Williams outside of the meeting. Mr Williams gave assurance that following conversations with both Mr Mark Locking and Ms Becki Hamnett, the figures within the report are accurate.

Board Members approved the HE Fees Policy.

## **70/15 STUDENT GOVERNOR'S REPORT**

Mr McDonald summarised the detail within the Student Governors Report detailing that throughout 2015/16 there had been 250 class representatives feeding back to the Student Presidents. A number of students expressed a desire to have a more in-depth role and as a result, a Student Executive Team had been formed. The Student Executive Team worked on a number of events over the academic year and Mr McDonald reported that the End of Year Event and Diversity Matters week were both considered to be a success, although attendance at the end of year event could have been improved upon.

Mr McDonald reported that he had worked within the student common room as a point of contact for all student groups and it is anticipated that student groups and student clubs will continue into the next academic year.

Mr Williams stated that the work put into the arrangement of the end of year event had been of an excellent standard and also noted that attendance was disappointing. Following this the CEO queried what can be done to improve interaction with students and whether the disengagement was due to operational or attitudinal factors.

Ms Yates reported that poor attendance at student events is a historic issue and is the case in many Colleges throughout the region. The Chair noted that this has been discussed during Board member one to ones and suggested that the Student Governor Report is added to future agendas as a standing item.

**Action: Clerk to add Student Presidents report to future agendas as a standing item.**

Mr Horner asked if there is a benefit to having several student presidents. Mr McDonald reported that previously student groups at Newark and Gainsborough had felt as though they did not have a voice, resolution to this has been found by introducing several student presidents.

The Chair and the CEO thanked Mr McDonald for his report and support throughout the year.

#### **71/15 CLERK'S REPORT**

#### **72/15 List of Policies – For Information**

It was noted that a 'Date of Next Review' section would be beneficial to this report alongside a 'Statutory or Non-statutory section' to help identify which policies should be presented at Board of Corporation for approval.

**Action: Clerk to add a 'Date of next review' and 'statutory/non-statutory' section to the Policy spreadsheet.**

#### **73/15 Governor Training 2015/2016 – For Information**

The Chair reported that the Governor Training paper was for information purposes only and was not accurate in some areas. It was agreed that Mr Mark Locking should be removed from this list.

**Action: Clerk to remove Mark Locking from the Governor training spreadsheet.**

#### **74/15 RECOMMENDATION OF (RE)APPOINTMENTS – BOARD MEMBERS**

The Recommendation of (Re)Appointments report by the Chair of the Search Committee was circulated to attendees.

The Chair noted that the paper summarises the progress of Governor appointments. The paper proposes that three appointments are made with a further appointment for a Lay Governor. The proposed appointments cover the identified skills gaps of the Board. Seven applications were received in total and five of these applications were shortlisted for interview.

#### **75/15 URGENT BUSINESS**

Nothing raised.

#### **78/15 MEETING SCHEDULE 2016/17**

The Clerk presented the proposed meeting schedule for the academic year 2016/17:

Wednesday 28 September 2016 (all day)  
Tuesday 25 October 2016, 16:30 hours (**meeting moved to 1 November 2016**)  
Tuesday 13 December 2016, 16:30 hours  
Tuesday 24 January 2017 (half day from 1200 hours)

Tuesday 21 March 2017, 16:30 hours  
Tuesday 23 May 2017 (all day)  
Tuesday 4 July 2017, 16:30 hours

**The Board of Corporation meeting was closed at 18.58**

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Chair

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Date

## Action List

### Actions from the Board of Corporation Meeting held on 12 July 2016

| Item Number | Description   | Action by              | Target Date      | Status/Note                       |
|-------------|---|------------------------|------------------|-----------------------------------|
| 57/15       | Clerk to use the live 4Risk system at future Board and Committee Meetings   | Clerk                  | N/A              | This will be actioned immediately |
| 58/15       | Chair of the Audit Committee and Clerk to amend minutes 33/15 paragraph 4 in the Audit Committee minutes dates 20 April 2016.   | Nick Cudmore/<br>Clerk | 1 September 2016 | Completed 16 August 2016          |
| 58/15       | Mr Dannatt to liaise with Mr Ashton-Blanksby to clarify Minute 33/15 paragraph 4 and to report outcome of this conversation to the Chair of the Audit Committee and Clerk for minute amendment. | Tom Dannatt            | 1 September      | Completed                         |
| 58/158      | Action: Clerk to liaise with Board Members and Committee chairs to amend the Terms of Reference in relation to the Minute review and approval process.  | Clerk                  | 1 September      |                                   |
| 62/15       | Mr Dannatt to amend references to COO throughout the Financial Regulations Policy.  | Tom Dannatt            | 1 September      | Completed                         |
| 67/15       | Clerk to advise Board members of building and departmental visits dates and times.  | Clerk                  | 1 September      | Completed: 19 August 2016         |
| 67/15       | Clerk to circulate Key questions in terms of Lesson observations to Board members when available.   | Clerk                  | 1 September      |                                   |
| 68/15       | Clerk to add Student Presidents report to future agenda's as a standing item.   | Clerk                  | 1 September      | Completed 18 August 2016          |
| 72/15       | Clerk to add a 'Date of next review' and 'statutory/non-statutory' section to the Policy spreadsheet.   | Clerk                  | 1 September      |                                   |

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| 73/15 | Action: Clerk to remove Mark Locking from the Governor training spreadsheet | Clerk | 1 September | Completed |
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