



**MINUTES OF A MEETING OF THE LINCOLN COLLEGE BOARD OF CORPORATION
HELD AT LINCOLN COLLEGE ON TUESDAY 1 NOVEMBER 2016 AT 16:30 HOURS**

Present:	<p>Margaret Serna Pat Doody Richard Arbon Keith Batty</p> <p>Haydn Beeken Dean Graham Gary Headland Peter Horner Danielle Lister Nick Lyons Steve Marr Mark Speed Daniel Wilkinson Sam Yates</p>	<p>Chair Vice-Chair & Chair of Finance Committee Student President Chair of Performance and Quality Committee and Chair of Lincoln College Academy Trust (LCAT)</p> <p>CEO</p> <p>Staff Governor</p> <p>Staff Governor</p>
In Attendance:	<p>Sarah Adams Tom Dannatt James Foster Graham Harrison Mark Locking James Newall Claire O'Hara Mark Taylor</p>	<p>Clerk to the Board of Corporation Director of Finance & Performance Managing Director (International & Commercial) Director of IT & Projects Managing Director (Education & Training Delivery) Head of Marketing & Communications Head of Human Resources Director of Collaboration</p>
Apologies:	<p>Holly Burridge Lewis Colver Nick Cudmore James Pinchbeck</p>	<p>Student Governor (HE) Student Vice President Chair of Audit Committee Chair of International Development Committee</p>

1/16 APOLOGIES

Apologies for absence were received from Nick Cudmore, James Pinchbeck, Holly Burridge and Lewis Colver.

Mark Taylor, newly appointed Director of Collaboration and Partnerships, was welcomed to the meeting.

2/16 ELIGIBILITY, QUORUM AND DECLARATIONS OF INTEREST

It was reported by the 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.

3/16 MINUTES OF THE CORPORATION AND COMMITTEE MEETINGS

Board of Corporation Meeting –12 July 2016

The minutes of the meeting held on 12 July 2016 were checked for accuracy and matters arising.

The Risk Register was uploaded for the meeting. All members now have access and are able to view the live document as required.

62/15 – Financial Regulations Policy. D(F&P) explained that a full rewrite of the Financial Regulations is currently being undertaken and these will be brought back to the Board once finalised.

67/15 – Key Questions for Lesson Observations. It was noted that these had not been circulated to date. MD(E&TD) reported that formal lesson observations have currently been suspended. Following discussion it was agreed that Performance and Quality Committee would pick up this action.

Action: Performance and Quality Committee to follow up on Lesson Observation Key Questions.

69/15 - HE Fees Policy. The Chair, in light of the Board's approval to raise HE Fees, asked if there was any indication if the increase in fees had impacted on recruitment. MD(E&TD) replied that the evidence shows that students aren't price sensitive and there is no initial feedback that there has been an impact. The bursaries and flexibility available are welcomed. More detailed analysis has not yet been carried out but is being monitored.

The minutes were agreed as a true and accurate record of the meeting and signed accordingly.

Audit Committee Meeting – 11 October 2016

The draft minutes of the meeting had been circulated. Due to the apologies from the Chair of Audit Committee the Director of Finance gave an overview of the meeting which had been a positive meeting with high levels of assurance given by the Auditors. A comprehensive audit tracker had been launched to monitor points raised and responses given.

The Committee had received the Internal Audit Progress Report which confirmed that all assignments had been completed on time. The Audit Plan for the 2016/17 Academic Year was agreed.

Mr Lyons agreed that this had been a very positive meeting with much progress noted. The new audit recommendations monitoring report was a good step forward. Mr Speed explained this was his first meeting but he was in agreement. Mr Graham commented that the work carried out to highlight progress is also very positive.

4/16 MATTERS ARISING AND NOTIFICATION OF URGENT BUSINESS

There were no further matters arising. The Chair reported she would raise an item of urgent business at the end of the meeting.

5/16 ELECTION OF CHAIR AND VICE CHAIR OF CORPORATION

The Clerk explained that in accordance with the Standing Orders, the Chair and Vice Chair of the Corporation should be appointed on an annual basis.

In light of the extension of terms of office for Margaret Serna and Pat Doody for the full Academic Year the Clerk asked that the Board agree the appointment of Margaret Serna as Chair and Pat Doody as Vice Chair for the 2016/17 Academic Year. The Board agreed and the appointments were ratified.

6/16 REVIEW OF THE CONFIDENTIAL MINUTES 2015/16

The Board noted that two sets of minutes had been classified as confidential during the year 2015/16. It was agreed that the minutes should remain as confidential. The decision was recorded and the minutes will be retained appropriately.

Action: Clerk to retain confidential minutes of 22 March 2016 and 12 July 2016.

7/16 CEO'S REPORT

The report of the CEO had been circulated covering the activities undertaken since the start of the academic year. Two additional items were reported since the circulation.

Area Review. Steering Group 2 was hosted at the College yesterday. The CEOs/Chairs fed back following Steering Group 1 which had set the scene and included input from representatives from the Local Authorities and Greater Lincolnshire LEP. The CEO explained that the Group of Colleges had presented and given their agreement to what the LEP and Local Authorities had put forward.

Janet Meenaghan (New College Stamford) had presented on a Boston, Stamford, Grantham collaboration, Gill Alton presented on the Grimsby Institute Group and Lincoln College Group collaborations and Anne Tyrrell presented on the North Lindsey options. John Leggott and Franklin has also put forward proposals and reported they had signed a Memorandum of Understanding (MoU). Keith Batty asked if the proposal put forward for the sixth form colleges was intended as a 'soft federation', which effectively maintained the status quo with regard to the governance framework or if it is more a 'hard federation'? The CEO advised that the aforementioned MoU had not been presented to the meeting and so he was unable to clarify the position as to what type of federation is being considered.

The next stage is one to one meetings with the Vice Chair and Area Review Official with each CEO and Chair if available to discuss options. Pat Doody felt the presentation showed that the Federation of Greater Lincolnshire Colleges as a group were prepared for Area Review. ELearning had been highlighted as an area of focus. It was noted however that digital learning is much wider reaching than ELearning and also across the rural county there is a disconnect between broadband provision and uptake.

The Chair highlighted a challenging question put by the Area Review Team during their visit: "if there was a business case for merger what would be the reaction of the Board" the Chair explained the response was that the Board was highly professional and all options presented would be considered.

Visit to China. James Foster reported that Rick Long, Yu-Mei Zhao and himself had visited China during half term week which had been very successful. There were three main elements to the visit.

1 - **SCAT** visited during their 60th anniversary week. Lesson Observations had been carried out. There has been a focus on quality since June and the communication and quality of teaching has improved.

Course numbers are starting to decline and there is a need to understand the reasons behind this. It was explained numbers were reflective of the market in China linked to a change in focus, ie less construction and more IT.

It was agreed with SCAT to redesign and relaunch the course with a slightly different focus, working towards a longer term plan.

2 - **Chengdu Poly**- Accountancy provision. A visit had been made to Lucie Hulme and lesson observations carried out. Excellent feedback was received. Chengdu have requested that a joint programme in Business English and e-finance/e-commerce are developed and it was explained these are two big curriculum areas and in line with the five year plan.

3 – **A new Regional College in Liaoning** had been visited. This was to test whether a cooperation agreement could be signed and was arranged via SCAT. An agreement was signed and agreed to formally set up provision, potentially in construction. In the interim there will be informal opportunities followed up including teacher training and exchange visits. In the longer term there may be potential to sell the curriculum to the College.

The CEO thanked the MD(I&C) for the success of the visit and the opportunities outlined.

The CEO highlighted the success at the recent Lincolnshire Media Business Awards for 'Exporter of the Year'.

Nick Lyons asked for more detail on the Reward and Recognition presentations. The CEO explained that throughout the year monthly achievement awards have been presented. These are to staff nominated by their managers, peers and students. Long Service Awards had also recently been presented. In the past these have been a formal dinner every two years but this year took the format of afternoon tea in Sessions Restaurant which had been well received. The plan is to integrate the monthly achievement awards and long service awards in future with the intention of automating the process. New starters will also be included in the event as a welcome. Governors would be very welcome to attend if they wish. The event for November will be held on Friday 9 December at 2.30pm in Sessions Restaurant and Governors were asked to let the Clerk know if they wished to attend.

Action: Governors to inform the Clerk if they wish to attend the Award and Welcome event.

Sam Yates asked if there was consideration given to recognising further long service, ie 30 years. The CEO agreed that this would be taken into consideration as part of the process.

Nick Lyons asked about the UTC and whether there was any background to the resignations of the senior staff. The CEO responded that he was not aware of any specific reason and the Chair reported on a meeting with Paul Birt as Chair of UTC. It was explained that there are funding issues, impacted by the loss of transport funding following the first two years, and also a decline in student numbers. It was reported the Board have offered to support the UTC through this period and their upcoming Ofsted inspection. Support is also being provided by Baker Dearing Trust. It was felt that there are difficulties being faced nationally by UTCs.

It has been suggested that links are made with Minster School and their transport arrangements as they do run a service across the county.

The CEO reported on new national colleges and the funding received, giving examples of £8m for 16 learners in London and a digital college with 60 students who received £18m funding.

Keith Batty explained there have also been curriculum changes at the UTCs where initially they would have been able to run a different curriculum to a school but this being changed to having to run the national curriculum with add ons which is not specialist enough. Dean Graham asked if there would be any risk of a College from outside the County helping the UTC out of the current difficulties and discussion took place on future possibilities.

8/16 MD(E&TD)'S REPORT

The report was taken as read. The MD(E&TD) highlighted the following points.

- Enrolments are as expected in light of interventions.
- HE growth is being worked through.
- Ofsted HMI visited on the last Friday of term. This was a productive meeting and it was reported that the HMI is very supportive and will work with the College. It is felt the next inspection may be in Spring 2018 which would enable the 2016/17 results to be assessed. A further visit will be made in January to focus on learning and teaching.
- Teaching and learning project. A big investment has been made in the improvement of teaching and learning and over 300 learning walks have been conducted to date. It was noted this is not a quick process but is having a positive impact already.

It was asked if the new Attendance Monitors are having an impact. It was responded that the team are already very busy and developing the process to follow up on attendance. It was explained that three consecutive absences automatically trigger a follow up. Sam Yates responded that tutors are also more aware of the issues and are involved in follow ups working with the Attendance Monitors. The MIS system and more timely reports have impacted positively. It was noted that the team involved were those recognised through the recently teaching and learning awards.

Keith Batty reported on the observation training he had attended today with 46 members of staff and he felt it may be helpful to have more specific guidance on what is expected of good teaching. He agreed the focus on improving teaching and learning was the right strategy.

The progress of the Career Colleges was noted. The HE Common Room has been welcomed very positively by the students. The Student President also reported on positive feedback and the developments being made working with the students to provide what they need in the space.

Dates for self-assessment have now been agreed and circulated.

Pat Doody asked for clarification on the report of Apprenticeship numbers being high and the framework not matching the curriculum plan. The MD(E&TD) responded that even though numbers are high there are lower numbers on high value frameworks, for example construction. There is an intervention strategy in place to bridge the gap. The numbers and funding methodology were outlined and discussion also took place on the balance between quantity and quality. The decisions taken on courses delivered and levels of recruitment were explained. Dean Graham asked if the Ofsted rating had had an impact. The MD(E&TD) felt it must have. Jim Newall explained that detailed non-attendee analysis is being undertaken which would provide evidence.

Peter Horner asked if English and Maths problems were having an impact on recruitment. The MD(E&TD) explained the issue was national and was not impacting specifically. Heavy investment is taking place and targeted recruitment for English and Maths lecturers took place over the summer. It was explained that the Director, Head and Lead for this Directorate has changed this year but there is a lot of work required to make the improvements required in this area.

9/16 MARKETING AND COMMUNICATIONS UPDATE

Jim Newall gave a presentation. The events taking place prior to Christmas were highlighted. The improvements made to the open days were explained including new pop-up stands and the push for applications to be made on the day. This has been effective with 100 applications at the last open day. Applicants are then kept warm in a number of ways including Taster Days.

Keith Batty asked 'who owned' the applicant and the process was explained including 'swop don't drop' to ensure the right students are on the right courses.

The Chair asked if better marketing would help to ensure new HE courses are recruited to and able to run. It was explained that there is now a separate HE open evening and courses are validated and marketing with a much longer lead time than last year.

The High Sheriff is opening the Arabic School for All on Saturday 26 November and Jason Bradbury is the guest speaker at the FE Awards Ceremony on Thursday 8 December. The FE Awards will be preceded by a business drinks reception which had proved successful last year. The Board were asked that if they knew any businesses who may be able to sponsor an award to pass their details to the Marketing Team.

Action: Governors to pass detail of any potential sponsors for Awards to the Marketing Team.

The new College website is to be launched in November and a demonstration was given of the site. The website is mobile optimised so does not use an app but adapts to devices such as smart phones and this was demonstrated. The site is also now linked directly to EBS and any contact on site is now automatically put onto the system which is a very positive improvement.

The Alumni portal has been launched and this was demonstrated to the Board. This was 'soft' launched at Graduation and already 150 ex-students have connected with this and a number completed a full profile.

10/16 STUDENT PRESIDENT'S REPORT

Richard Arbon, Student President, had provided a report giving an overview of the work carried out since his appointment.

A main focus has been working with the NUS and plans for the Student Union. Votes for the Student Executive had been high at 74. Facebook closed groups have been set up for the Student Executive Team. 200+ class representatives across the three sites have been nominated and successful class representative training sessions have been carried out. A Student Council has been introduced with the first meeting to take place shortly. This will be reported to the next Board. Staff and students are involved in November. Regular visits are planned throughout the year to both Gainsborough and Newark campus sites.

The Chair thanked Richard for his report which covered a wide variety of activities in a short space of time. The Chair asked if there was any support the Board could provide. The Student President was asked if dates of any events could be shared with the Board so that could attend if available and this was welcomed.

Action: Student President to circulate dates of events and Student Executive team meetings.

The CEO reported on the 'Pay it Forward' initiative which is an opportunity for involvement with students. This will be posted on the Board Workplace area.

Action: Pay it Forward to be posted on Board Workplace area.

11/16 ANNUAL REPORT ON SAFEGUARDING 2015/16

The Annual Safeguarding Report for 2015/16 had been circulated. Sam Yates gave an overview. It was felt the higher number of issues reported was due more to a higher level of awareness rather than an actual increase. The increase in mental health issues was reported as a national trend.

It was explained how well the College supports students with mental health issues. Other areas with high numbers of issues reported are personal wellbeing and physical wellbeing. It was noted that some of these issues may not have been followed up in the past and the example of students not attending class was given as an example as this is now followed up by the attendance team as it may link back to mental health or personal issues.

The MD(E&TD) highlighted the positive work being carried out by the team and that they are to be put forward to The National Association of Managers of Student Services (NAMSS) for an award.

It was explained that there are a number of changes currently being made to the Safeguarding Policy in line with DfE Guidance and the Clerk confirmed she is carrying out the amendments which will be shared with the Chair once complete.

Action: Clerk to share with Chair and Board the updated Safeguarding Policy once amendments made.

It was explained that links to the DfE Guidance 'Keeping Children Safe in Education' and also the Prevent e-training will be placed on the Board area of Workplace. Board members were asked to complete the training and send the certificate of completion to the Clerk.

Action: Links to be placed on Workplace for DfE Guidance and Prevent e-training. Board members to complete e-training and send certificates to the Clerk.

12/16 ANNUAL REPORT ON HEALTH AND SAFETY 2015/16

The D(F&P) gave an overview of the Health and Safety Annual Report. It was explained the report gives the assurance to the Board that there are robust systems and procedures in place to ensure the health, safety and wellbeing of all College stakeholders. It was noted there were no trends identified requiring any action or follow up. It was explained that external benchmarking has been taken into account and the College is positive.

Claire O'Hara reported that unfortunately the figures for long and short term absence were inverted which gave an incorrect picture. In reality long term absence had decreased from 45% to 40% and short term increased from 55% to 60%. These figures will be changed for the file copy. It was also noted the date in para 22 should read 2015/16 and not 2014/15.

Action: figures and date to be amended for files.

Nick Lyons felt that the level of near misses was low. It was explained that in industry a high level of near misses reported is more positive as this shows that all staff are taking health and safety seriously. The example was given of only 5 reported at the College over the whole year compared to 20 a week not being unusual in industry. Mark Speed agreed that this was the case. It was also felt that 288 student injuries was high and it was explained that there is a link between the number of near misses, actual accidents and potential fatalities. This was discussed and welcomed as positive feedback. This will be passed back to the Health and Safety team and taken on board.

Action: feedback to be given to the Health and Safety Team.

13/16 ANALYSIS OF SKILLS GAPS AND FEEDBACK FROM 1:1S

The analysis of the current skills of the Governing Body was received by the Board for information and the recommended search priorities were noted and agreed.

It was reported that Steve Marr's term of office as Staff Governor ends on 10 December 2016 and therefore an election would be carried out to appoint a replacement.

Action: Clerk to run election process for new Staff Governor.

The Chair reported that the process to extend Nick Cudmore's term of office had not been concluded in full over the summer break. It was proposed that the Board agree to appoint Mr Cudmore as a Governor until 31 December 2016 (end of term) to allow the process relating to Mr Cudmore's appointment to be completed. This was agreed. The Chair will complete the process to extend the term of office.

Action: Chair to complete process with Nick Cudmore.

14/16 URGENT BUSINESS

The Chair reported that the LCAT members had met prior to the Board meeting to discuss issues related to Gainsborough Academy. It was highlighted that conflicts of interest had arisen due to the link between the two Boards and the role of sponsor. It was suggested that Margaret Serna and Gary Headland resign as members of the LCAT Board and that these positions are replaced from within the current LCAT Board members. The Chair sought the authority to delegate the task to the Chair of LCAT and also Nick Lyons and this authority was approved.

It was outlined that Keith Batty is to continue as a member and Chair of LCAT but will stand down as a member of the Board of Corporation. Mark Locking will continue as a member of LCAT. It was noted that this will create a vacancy on the Board of Corporation and that a replacement would also be required for the position of Chair of Performance and Quality Committee.

Action: Resignations and Appointments to be processed.

The Board recognised Keith Batty's service to the Board, LCAT and the College as a whole and this will be recognised formally at a later date.

15/16 DATE OF NEXT MEETING

The next meeting will take place on Tuesday 13 December 2016 at 4.30pm in the Board Room at Lincoln College.

The Board of Corporation meeting was closed at 18.55 hours.

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Chair

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Date

Action List

Actions from the Board of Corporation Meeting held on 1 November 2016

Item Number	Description	Action by	Target Date	Status/Note
3/16	Lesson Observations Key Questions to be circulated	P&Q committee		
6/16	Confidential Minutes to be retained	Clerk	Immediately	Completed
7/16	Award and Welcome event – 9 December	All to advise Clerk of attendance	9 Dec16	
9/16	Award Ceremony sponsorship – Board to advise of potential sponsors	All to advise Marketing Team		
10/16	Student President to circulate dates of event and meetings	Richard Arbon	As available throughout year	
10/16	Pay it Forward to be posted on Workplace	CEO		Completed
11/16	Safeguarding Policy to be circulated once amended	Clerk	As soon as available	
11/16	Links to DfE guidance and Prevent training to be placed on Workplace	Sam Yates	As soon as possible	Completed
	Board members to complete Prevent training and confirm with Clerk	Board Members	As soon as possible	
12/16	Amendments to Health and Safety Report	Clerk	Following meeting	Completed
	Feedback to be given to H&S Team	D(F&P)	As soon as possible	
13/16	Clerk to run elections for new Academic Staff Governor	Clerk	December meeting	
	Chair to complete process with Nick Cudmore	Chair	31 Dec 2016	