



**MINUTES OF A MEETING OF THE LINCOLN COLLEGE BOARD OF CORPORATION
HELD AT LINCOLN COLLEGE ON TUESDAY 12 DECEMBER 2017**

Present:	James Pinchbeck Tim Calvert Neil Everatt Heather Fluck Dean Graham Gary Headland Peter Horner Nick Lyons Ehsan Naeem Mike Simpson Daniel Wilkinson Sam Yates	Chair Staff Governor CEO Vice Chair and Chair of Finance Committee Student Vice President HE Staff Governor
In Attendance:	Sarah Adams Tom Dannatt James Foster Graham Harrison Mark Locking Jim Newall Jacqui Varlow Claire O'Hara	Clerk to the Board of Corporation Group Director of Finance and Commercial Managing Director (International and Commercial) Group Director of IT, CIS and STEP Managing Director (Education and Training Delivery) Group Head of Marketing and Communications Group Director of Human Resources Head of Human Resources (item 33/17)
Apologies:	Richard Arbon Haydn Beeken Abbie Bembridge Nick Cudmore Mark Platts Mark Speed	Student President Vice Chair and Chair of Performance and Quality Student Vice President FE Chair of Audit Committee

26/17 APOLOGIES FOR ABSENCE

Apologies were received from Richard Arbon, Haydn Beeken, Abbie Bembridge, Nick Cudmore, Mark Platts and Mark Speed.

27/17 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 of interests made.

28/17 MINUTES OF THE CORPORATION AND COMMITTEE MEETINGS:

Board of Corporation – 31 October 2017

The minutes of the meeting held on 31 October 2017 were reviewed on a page by page basis for accuracy. There were no matters arising not included in the agenda.

A Confidential minute was outlined and approved for signature.

The minutes were signed as a true and accurate record.

Performance And Quality – 13 November 2017

Nick Lyons gave a summary of the November meeting. It was noted that the HEAMR had been reviewed and approved by the meeting and signed by the Chair. It was explained that the Committee were pleased with progress and performance, particularly in maths and English. Hotspots are being reflected in the SAR. P&Q members are to be involved with the External Moderation of the SAR tomorrow and this will be reported back to the P&Q Committee at its follow-on meeting. Apprenticeships remain the concentrated focus of effort for the college team, supported by the Committee. Dean Graham attends the Gold Group meetings routinely on a fortnightly basis. Bob Hill, an external consultant, has also been assisting with ensuring progress and improvements and analysing data.

Audit Committee – 28 November 2017

Dean Graham gave an overview of the meeting held on 28 November 2017. It was explained the Committee are currently looking for a lay member with audit experience. James Pinchbeck explained that he is meeting with a potential candidate who is a qualified auditor and he will report back to the Committee.

An overview was given of the documents received at the Audit Committee, including the Audit Recommendation Monitoring Report and the Annual Report of the Audit Committee. Discussion had also taken place on 4Risk. Should other Governors wish to have access to the system they were advised to contact the Clerk for a login to be arranged. The Audit Committee are to carry out some 'deep dives' next year to give themselves assurances in selected areas. The Head of Quality Improvement, James Wadsworth, had given a demonstration of 4Risk and also updated the Committee on the QIP. It was explained that the External Auditor had expressed his satisfaction at being able to carry out the audit work in relation to the financial statements and produce a report at this early point which had given the Committee assurance. Thanks were given to the team for their involvement in this process. It was noted that one Risk Management meeting had been held last year going forward these would be held on a termly basis. Tom Dannatt reported on progress related to internal audit and a proposal will be brought back to the Committee in the New Year. Whilst it was noted that there is no statutory requirement to have an internal audit service, a number of options are being considered. As part of providing assurance to the Committee the Finalysis report had been discussed during the meeting and options on finances outlined. The final decision will be the responsibility of the Finance Committee.

The Chair thanked Tom Dannatt and his team and also the Audit and Finance Committees for the work they had carried out to produce the financial statements.

There were no questions.

Action: 4Risk login to be requested via the Clerk if required.

Finance Committee – 6 December 2017

Nick Lyons reported the Committee had reviewed the financial statements during the meeting of 6 December 2017. It was noted that the financial health grade is currently satisfactory but moving to good going forward. The Committee had also looked at budgets and were confident that the overall consolidated budget position would be achieved but the shape of the budget might change following some post Q1 analysis, specifically in relation to apprenticeships. An additional meeting is to be arranged in January to carry out a deep dive on apprentices to enable an early detailed look.

The capital plan was considered and will be revisited. The potential for a pay award for staff was discussed and this will be subject to further analysis in the New Year.

The visits of the FE Commissioner and Ofsted Inspectors had taken place during the last week of November which had required input from many of the management team and staff.

The letter from the CEO of ESFA to all College Principals/CEOs was reviewed and the Finance Committee were confident that the College is compliant with all areas within the letter.

29/17 MATTERS ARISING AND NOTIFICATION OF URGENT BUSINESS

There were no further matters arising and no notifications of urgent business.

30/17 FINANCIAL YEAR END 2016/17

Consolidated Annual Financial Statements/Subsidiary Company Financial Statements

The Chair explained that the financial statements and supporting documents had been produced by the External Auditors in conjunction with the Finance Team and all relevant documents had been to either Finance Committee or Audit Committee as appropriate for review and all were recommended to the Board for approval and signature.

It was explained that due process has been carried out by Finance and Audit Committees and this part of the process was the final approval by the Board for signature by the Chair and Accounting Officer (CEO) to enable filing with the ESFA and Companies House.

It was explained that the subsidiary accounts are within the Group accounts but are reported separately for the purposes of filing.

Regularity Self-Assessment Questionnaire (SAQ)/External Audit Final Audit Findings Report/Annual Report of the Audit Committee/Risk Management Annual Report

Tom Dannatt gave an overview of the documents which support the Financial Statements. The External Audit Final Audit Findings Report had been updated as items have been closed off following presentation to Audit Committee. The letters of representation, which are in a standard format, were explained.

The Chair welcomed the Annual Report of the Audit Committee which was a clear report on the work of the Committee during the year.

All documents were accepted as read and there were no questions.

The Board approved the Financial Statements and related documents as presented for signature by the Chair and Accounting Officer.

Tom Dannatt and Claire Love left the meeting. (17.06)

31/17 MD (E&TD's) REPORT

The MD(E&TD) gave an overview of his report. Final apprenticeship data is now reported. Original targets were 65% overall and 50% timely, with outturns at 64.1% and 50.5%. Figures improved but were still below benchmarks of 68.9% and 60.5% respectively. At this time there is not enough impact showing on apprenticeships to evidence the actions taken. MD(E&TD) explained the benchmarks being measured against were reflective of the mix of provision. The inspectors, on their recent monitoring visit, did recognise the progress being made. The position statement is being updated as improvements are coming through.

It was noted that a permanent appointment to the role of Director of Apprentices and Recruitment had not been made currently.

Dean Graham reported on his attendance at Gold Group, commenting on the strong focus of the leadership team to improve our provision in a complex area.

MD(E&TD) gave a summary of the feedback received during the final Ofsted Support and Challenge visit. It was explained this was a positive visit which noted the significant improvement showing during the year. Key messages were consistency in the classroom, value added and progress for learners. Discussion took place on the wearing of coats and hats in classrooms and it was decided that this would not be permitted.

It was reported that Natasha Mutti had achieved a Bronze Medal at the National Worldskills Competition which was a fantastic achievement.

The Chair thanked the team for the very successful Awards Evening held last week and particularly the Marketing Team for the arrangements.

The CEO explained that during the Ofsted visit the improvements in the College Information System and MIS had been noted. The Inspectors also recognised a strong cultural shift in the organisation had been achieved since the last inspection. The Chair reported the Board were reassured by the hard work and actions being put in place to address the challenges being faced.

Dean Graham explained that his attendance at Gold Group has shown that the leadership team are carrying out the work that is being reported on and he gave his assurance to the Board of the actions being carried out on the ground.

32/16 STUDENT PRESIDENT'S REPORT

Ehsan Naeem had circulated his report which was taken as read. This included an overview of the appointed Officers and an update on their areas of responsibility.

It was explained that the charity of the year is MIND. There has been a charity bake to raise funds and promotional leaflets are being given out to explain how to support mental health issues.

An Activity Week is being planned for January and the Complementary Medicine team will be giving talks and offering massages. There will also be a walk to raise money for the charity.

The aim is to include the students at Gainsborough and Newark as much as possible. Ehsan Naeem reported on a very positive visit to Newark College and particularly the Music Instrument Crafts areas. He explained that one issue facing the SU team was trying to overcome the challenges faced by a big College with multiple sites and to assist with this a website is being set up. During visits to Newark feedback had been received on food and vending machines and this has been passed on. The Student Executive team are trying to increase engagement with students and increase the reach of the Students' Union across all campus sites.

The Board welcomed the focuses of sport and MIND and the positive impact sport was highlighted. The intention of having more clubs and societies was noted and it was agreed that the students need to take a lead on what they want.

Ehsan Naeem was congratulated on his report which was well presented and easy to read.

Discussion took place on the accommodation at Newark and the consideration of a member of staff at Newark and investment in the common room, etc, to support the Students Union.

The Chair complimented Ehsan Naeem on his report and wide involvement with the student body. The Chair reported on the Safeguarding training undertaken recently and how this had highlighted mental health issues and therefore welcomed the news that MIND was the Charity of the Year for the Students' Union. Sam Yates reported on the growth and complexity of mental health issues from her perspective.

The importance of bringing more information on the 'voice of the student' and also the 'voice of the staff' to the Board for discussion was highlighted.

33/17 EMPLOYEE WELLBEING SURVEY 2017

Claire O'Hara, Head of Human Resources, was welcomed to the meeting. Jacqui Varlow explained that the staff survey recently undertaken gives an indication of the current position in relation to workplace stress. Questions were welcomed.

The Chair asked for an overview of the different categories of staff, ie management, academic and support staff and these were explained as by contract. It was explained that the survey is that of the HSE but does mean it is limited in some ways. A next step is to hold focus groups with categories of staff and delve further into the detail provided by the responses. Managers are to use the results within their specific areas.

Discussion took place around the response rates and specifically the highest rate being from academic staff and the reasons behind this. It was explained that staff had been encouraged and reminded to complete the survey. ELT had discussed the report and had queried why only 65% managers had responded.

Nick Lyons asked what steps were being taken to facilitate discussion related to bullying for example. Claire O'Hara explained that even though there were very low numbers the College has zero tolerance of bullying and harassment. Unfortunately those that had responded had not indicated the area they were within so it was difficult to arrange focus groups appropriately. It was asked if external support could be used to assist. It was noted it may be difficult to draw out where the actual issues are if those involved do not wish to declare any problem. It is important to remind staff of the channels that are open for them to use. It was noted that staff need to be clear on the definitions of bullying and harassment.

Dean Graham commented on the working days lost due to sickness and that there is also a financial cost as the number of days equates to over £500k. Minor illnesses and the numbers of stress related absences were discussed. Jacqui Varlow explained the work being carried out through the STEP OD (Organisational Development) work-stream looking at stress, mental health, wellbeing, etc. It was explained there was a Government report entitled 'thriving at work' and that a number of actions recommended within this are already being taken but there is much more work that can be done.

An update was given on reward and recognition for staff including the monthly awards and the introduction of a parking space for a quarter as one of the prizes.

Discussion took place on the training strategy and external speakers giving sessions on how to manage stress and how to continue to be a high performer. It was explained that there are 'resilience' sessions run as part of induction and these are also open to other staff to attend. This provides staff with tools available to them to help them cope with issues. Sam Yates reported she is to attend one of these sessions next week.

Tim Calvert outlined Mental Health First Aid at Work sessions run at his company and it was explained that this is in the recommendations being made following the report. The numbers involved in the survey was queried and it was explained this was just for Lincoln, Gainsborough and Newark.

The impact on others of having staff away due to sickness was noted. It was suggested that assessing the need for continually monitoring wellbeing was important. It was explained that tracking will take place.

It was explained that recommendations are also being put forward in relation to the Health and Wellbeing Group to encourage attendance and widen the group. Heather Fluck explained she was a member of the group but often could not attend due to teaching commitments and it was asked if it could be considered that time is given to support these issues. Jacqui Varlow explained that this is also being considered as part of the recommendations being put forward. It was asked what the format would be for the planned focus group. Claire O'Hara explained she was working with the STEP team to arrange this and there would be cross sections of staff and area. Managers would also have the results for their own areas to put together a specific action plan. The survey will be carried out again in a year. Heather Fluck asked if there would be other forums available to allow discussion rather than taking time out of team meetings which already have long agendas, etc. Discussion took place on whether it would be self-defeating to have managers running focus groups in their areas if they might be part of the problem and this will be considered. The Chair asked about ELT and it was explained that the survey did include ELT.

It was asked if the results were as expected. Jacqui Varlow confirmed that yes the results of the report were what was expected and particularly demands and change to be the 'red flags'.

The Board welcomed the report and Claire O'Hara and Jacqui Varlow were thanked.

34/17 CEO'S REPORT

The CEO's report was taken as read.

The Chair asked for clarification of support for 'Made in Gainsborough'. It was explained there was a high level of engagement and there are options being looked at including LEP support.

Specific updates were given as:

- FE Commissioner visit – it was explained the College was one of five taking part in a pilot diagnostic assessment. The outcome could either be a clean bill of health, intervention or recommendations. It was explained that some low level recommendations had been made including adding student numbers into reporting. The quality of reporting and finances were complimented. Once the official feedback letter is received this will be circulated for information.
- Potential developments – an update was given on Gibney Building, Syerston and Gainsborough.
- Institutes of Technology (IoT) - there are five possible opportunities including working with D2N2, GLLEP. Collab Group and in Newark.

The Chair asked how are we tracking the impact around British Values and it was explained that students have been surveyed and this is to be repeated in January, March and May.

Sam Yates explained she is doing walk-throughs and chatting with students in common areas and feeding back on this.

A new post of College Prevent Officer (Christopher Gow) has been appointed to. Discussion took place on the impact of the new banners on campus and the discussions that have been triggered by them.

Action: Clerk to circulate FE Commissioner feedback letter when available.

Action: Update on IoT to be provided during the January Board.

Graham Harrison gave a presentation on the High Level Scorecard which is used in performance reviews. It was explained that previously this has been put together manually which was time consuming, subject to error and lacking in timeliness and currency of figures when emailing out. It was recommended by the auditors that this process was automated. Work has been carried out on this over the last eight weeks and the automation is now complete and was demonstrated. The scorecard can now be produced in a couple of minutes rather than taking a number of hours as it had done previously.

35/17 URGENT BUSINESS

There were no items of urgent business considered.

The CEO and Chair extended their sincere thanks to all the Governors and staff for their hard work and support over the year and wished everyone an enjoyable Christmas and New Year.

36/17 DATE AND TIME OF NEXT MEETING

The next meeting will be a half day Strategy Session on Tuesday 23 January 2018 between midday and 17.00 hours

The meeting closed at 18.50 hours.

Signed:

Date:

Action List
Actions from the Board of Corporation Meeting held on
Tuesday 12 December 2017

Item Number	Description	Action by	Target Date	Status/Note
28/17	4Risk logins to be requested via Clerk	Clerk	As required	
34/17	FE Commission letter to be circulated when received	Clerk	When available	
	Update on IoT to be provided in January	CEO	January Board	