

MINUTES OF THE CORPORATION MEETING

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| Date | Wednesday 14th December 2016 | Time 5.30pm | UNRESTRICTED (FINAL) |
| Venue | The Conference Centre, New College Stamford | | |
| Chair | Alison Grant | | |
| <p>Membership: Alison Grant, Janet Meenaghan (Principal), Alex Carty, Lauren Cleathero, Rob Cottrell, Peter Fraser, Sarah Hobbs, Yasmin Ilahi, Anthony Partington, David Pennell, Allison Sunley, Roma Taylor and Paul Wingfield.</p> <p>In attendance: Andrew Clare, Vice-Principal, Finance & Resources (“VPFR”), Alison Fox, Assistant Principal, Partnerships & Skills (“APPS”), Rachel Nicholls, Vice Principal, Curriculum & Quality (“VPC”) and Sally Brook Shanahan, Clerk to the Corporation.</p> <p>Apologies: Martin Ballard, Jessica Green and Emma Sheppard.</p> | | | |

| | Item | Actions |
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| 1. | <p>Declarations of Interest None beyond those already recorded in the Register of Interests.</p> | |
| 2. | <p>Minutes of the Corporation Meeting held on 19th October 2016 The Minutes of the Corporation Meeting held on 19th October 2016 were agreed with the following changes to the version circulated with the meeting pack: <u>Item 7</u> (on Unique page No. 5 “UPN”) add the words “unanimously approved” at the end of the paragraph. <u>Item 9</u> (on UPN6) add “from the Chair” before the words “In response to a question” at the beginning of the third paragraph. With these amendments the minutes were signed by the Chair as a true record.</p> | |
| 3. | <p>Actions Table from the Corporation Meeting held on 19th October 2016 and matters arising from the Minutes not elsewhere on the Agenda Members reviewed the Actions Table and noted that they were all completed except for those where their completion dates are in the future and so progress against them will be reviewed accordingly.</p> | |
| 4. | <p>Members’ follow-up questions The Clerk confirmed no questions had been submitted in advance.</p> | |
| 5. | <p>Principal’s Report Members received the written Report in which the Principal highlighted the following points:</p> <ul style="list-style-type: none"> • <u>Area Reviews</u> – The three Colleges – Grantham, Boston and NCS – continued to work on their seven collaborative projects. During the Review Grantham College had confirmed it intended to proceed as a stand-alone College. | |

- Devolution – Lincolnshire County Council had voted against plans for a new Mayoral Combined Authority that would have resulted in the devolution of a £15million budget from central government.
- Ofsted – Eight reports had been published in respect of inspections carried out in 2016/17 with three resulting in an outcome of Grade 4. Members discussed the risk based approach that Ofsted appeared to be taking in the context of a College in the region that had three successive Grade 3s and then a Grade 4 following its most recent inspection. Allison Sunley asked about the Hereward College inspection which had seen the Grade drop from 2 to 4. The Vice Principal, Curriculum & Quality explained that it had started as a two day inspection that had been extended to a full inspection. Members discussed the issues highlighted in the inspection report including Safeguarding and Prevent in particular. The Principal confirmed she continued to analyse fully all inspection reports and said it is apparent that performance data influences and aligns with the grade. Members also noted the negative impact on the grade of colleges that have been unable to improve English and Maths resit grades.
- Policy Updates - The Technical and Further Education Bill that was currently out for consultation had its second reading in the House of Commons in November 2016. The Bill set out proposals for a new insolvency regime for FE colleges and included plans to extend the role of the Institute for Apprenticeships, the new body in charge of vocational training. Members noted the Bill aimed to take forward the government’s reforms to technical education as outlined in the recently published Skills Plan. The Principal emphasised it was important that governing bodies understood the consequences for their colleges and said she would give a formal update at an appropriate time in the New Year.
- Health & Safety KPI – Following on from the discussion at the Corporation meeting held on 19th October 2016 the College’s Health & Safety Committee had considered what might form a suitable KPI and decided to report on the ‘Scored Audits’ that are carried out at departmental level. The audits, usually around six per term, compared departmental health and safety practice against a balanced scorecard of measures, with a target threshold of 80%. Accordingly the Numbers of audits targeted, audits completed and audits below the target threshold had been included on the Dashboard to enable Members to see improvements. The Principal confirmed that any departmental score below 80% will be subject to re-audit and any area that was Red rated will have a separate Action Plan. Overall Members concurred that the process looked robust and received the score card.
- Apprenticeship Growth – Against the background of the acknowledged need for active Adult and Apprenticeships growth it was reported that the College was currently finalising period 4 of the 2016/17 contract year that began in August 2016. The Principal drew attention to the Table on UPN 26 and

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highlighted the actual activity to date against the three areas – 16-18 Apprentices where the College was below the full year’s target, 19+ Apprentices where the College was well above and Adult Loans in respect of which the College was almost at its allocation already. The growth in Adult Loans had been principally achieved by targeting the social care sector and had seen the allocation increased once already with the final projection being £350K against the figure of £100K in the Financial Plan. In the course of a discussion that followed Members expressed the view that the apparent Preference for loan rather than Apprenticeships was likely due to the fact there was no compulsory English & Maths requirement with a loan. David Pennell asked about cash flow in relation to Apprenticeship income and it was clarified that the College is recruiting every week and so unless an apprentice is recruited for the full year from 1st August the College will receive less income. In addition both the different values and length of apprenticeships affected cash flow.

In this relation to Adult Learners Members were informed about the new sector based work academy being run by the College for Bluebird Care and of the 45 enrolments there had been in the care sector over the past three months. The Vice-Principal, Finance & Resources noted the impact of these will start to be seen from the November 2016 accounts. This observation prompted a discussion about how costs are factored into each learner in which David Pennell pointed out the need for clarity on both income and expenditure. The Principal said 50% expenditure had been budgeted and the current figure was nowhere near that.

Pipeline activity of £23K and the fact that at the end of November 2016 the variance was up by £113K from the Financial Plan were noted. With another £20K of loans approved since the Table had been prepared and a further six 16-18 Apprentices recruited, Members commended the overall positive position that supported the key strategic aim to Grow and Diversify income. David Pennell asked about the analysis of the positive variance by sector. In reply the Vice-Principal, Finance & Resources said approximately £46K was attributable to Construction and the bulk of the balance to Healthcare where most students had Adult Loans.

Members discussed other sectors where there was increasing demand with IT and Accounting both identified as potential additions to the curriculum. The Principal confirmed both areas are under active consideration and noted particularly how cost effectively the AAT accountancy qualification could be delivered.

A general discussion followed in which it was noted that whilst staff encourage students to transfer to Apprenticeships they also need to encourage external applications. The point was made that at the current time of year these may not be the most appropriate candidates as the majority are likely to be NEET or those who have dropped out from other programmes and so care must be

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| | <p>taken to ensure robust recruitment practices are followed in the best interest of the learners. The point was also made that in certain areas, such as hairdressing, it may be preferable to offer Apprenticeships only rather than a full time course in College.</p> <p>Members commended the growth particularly around adult learners.</p> | |
| 6. | <p>Key Performance Indicator Dashboard</p> <p>The Principal introduced the Performance Dashboard for November 2016. In relation to income, she reported that since the last meeting there was now clarity on EFA core funding which will see a shortfall of £413K next year. On a positive note the Principal informed Members about a new programme called “Fresh Approach” which had been put in place for students who were not yet ready for FE. This included English & Maths and work in the community as core components and had resulted in 43 students that would have otherwise been at risk of becoming NEET being retained. Members reviewed the new KPI for the MOT Training Centre which should by now have generated income of c.£30K. The Principal recounted the circumstances of the Centre Manager’s decision to leave that meant income was behind projection. The former Manager had contacted the Chair directly, via the Clerk, about the situation and the matters raised had been the subject of an investigation with the situation continuing to be monitored by the Finance & Resources Committee. Meanwhile a new Manager had been recruited and was currently undergoing training.</p> <p>Allison Sunley asked if the new recruit had been engaged on the same contract as his predecessor. In reply, the Vice Principal, Finance & Resources said the contract was similar but not the same and confirmed the MOT Training Centre will be ready to deliver courses in January 2017. David Pennell, the Chair of the Finance & Resources Committee, reassured Members that the Committee had got amongst it and given its support for the initiative to crack on as a business and would continue to closely monitor its progress.</p> <p>Attention turned to Learner Progress where there had been a massive push on Attendance that was corroborated by the Student governors. Alex Carty added that lecturers had also become stricter on timekeeping. The Principal drew attention to the increase in full time attendance that now stood at 91.3% but said she was less happy that this remained below the target of 95%, which is consistent with what students are told is the minimum requirement the College expects from them. This meant Attendance was Red rated as the target had been missed notwithstanding the actual figure was above the sector average of 90%. Members received the Principal’s assurance that students are being continually pushed to improve Attendance.</p> <p>Against the Retention target of 93%, all age Retention stood at 96.6% and the figure for 16-18 year olds at 96.5% both of which were positive at the current stage in the year.</p> <p>A discussion followed about the KPI in relation to the Progress of Learners against Minimum Achievement Grade the target for which was set at 90% or above but where the current actual was 13%. The Principal explained the figure would improve when next reported as more assessments are completed. David Pennell questioned</p> | |

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| | <p>the merit of including at all but if it remained suggested it should be greyed out. The Vice Principal, Curriculum & Quality said it was clear Members understand how the measure works and she felt it was good to have it included in the KPIs alongside External Work Experience as that would be an Ofsted focus. As a number of Members expressed the view that the Red rating was poor more thought would be given to how the information was presented.</p> <p>The final KPI in relation to Learner Progress related to Curriculum Area Reviews the conduct of which involved detailed scrutiny in an Ofsted style with a Target of a grade 2 or above. Those Areas with the highest RAG ratings had been examined first resulting in the development of Action Plans and further in-depth scrutiny by the Curriculum, Quality & Standards Committee. Members asked about the latest position in relation to Animal Studies where staffing had been a cause for concern last year and were informed that the area was now fully staffed.</p> <p>Members scrutinised the HR KPIs and concurred they were good overall. In relation to the Finance KPIs staff costs were lower but additional expenditure had been incurred on asbestos removal during the summer vacation.</p> <p>Following the examination of the Health & Safety KPIs Members asked about the six audits where the outcome had been below the 80% threshold and were informed each department concerned now had an Action Plan which was expected to reduce the number. In response to a question from Sarah Hobbs about whether any common themes had emerged from the audits, Rob Cottrell, Director of IT & Resources, said there were none that stood out. He went on to explain how the audit template had been changed twice in order to simplify the process and that getting it into place was an on-going process. David Pennell emphasised that it was also equally important for there to be method statements in place. Rob Cottrell said he was ensuring the skills sets were available to do this.</p> <p>Members received the Report and noted the additional information.</p> | Principal & VPCQ |
| 7. | <p>Introduction from the Chair of the Finance & Resources Committee</p> <p>David Pennell reported that the Committee had met on 6th December 2016 when matters that had been the subject of scrutiny included the MOT Training Centre, Health & Safety, the new Apprenticeship Company and how it will deliver, the Asset Register, Financial performance including the impact of lead-in times and lagged funding and other non-education expenditure and income including the telephone mast. In additional, the Committee had also reviewed the Financial Statements for the College and Subsidiary Company prior to the in depth scrutiny by the Audit Committee. Altogether it was reported to have been a good and “meaty” meeting.</p> | |
| 8. | <p>Update on the College’s financial position - Management Accounts – October 2016</p> <p>The Vice-Principal, Finance & Resources, reported that at the end of October 2016 the College’s trading surplus was £857K against £874K for the period giving a negative variance of £17k. Within the period a variance in income of £37K had resulted from the delay to the operation of the MOT Training Centre and £20K of unbudgeted asbestos removal costs had been incurred. These had been mitigated as a result of staffing costs being £68K less than forecast.</p> | |

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| | <p>Members' attention then focussed on the Financial Performance Summary and the one Red rated Performance measure about the under recruitment of 16-18 learners that stood at 1,744, a figure 177 below the College target of 1,921 and 106 under the allocation in the Financial Plan of 1,850. The corollary of a £350K shortfall in income was noted particularly in the context of the growth of 50 learners included in the Plan for 2017/18. It was confirmed that the SLT was focussing on how the gap will be closed.</p> <p>The Vice-Principal, Finance & Resources reported on the positive news about the Pension Valuation where contribution rates had decreased by 0.1%. Repayments were also less than projected in the Financial Plan where both had been expected to increase.</p> <p>On-going themes in the accounts will be Apprenticeships and Loans, although the latter were likely to be lower overall due to the fact that some courses were no longer to be funded.</p> <p>Overall whilst there were no concerns to report in relation to the current year the challenge faced was how to close the gap next year.</p> | |
| 9. | <p>College Financial Statements for the year ended 31st July 2016</p> <p>The Vice-Principal, Finance & Resources informed Members that only a small number of changes had been made to the draft Financial Statements by the Auditors in the course of their scrutiny at the Audit Committee meeting held on 7th December 2016. These related to Restrictive Reserves and two typographical corrections on UPN 43.</p> <p>Members discussed the technical changes to the accounts as a consequence of FRS102 and the 2015 FE HE SORP and were referred to UPN 58 where the Consolidated Statement of Comprehensive Income replaced the former Profit & Loss Account. Whilst further thought can be given to how the College reports going forward the Vice-Principal, Finance & Resources said he felt the format now being recommended was the right way. He also drew attention to the additional lines added to the Consolidated Statement of Comprehensive Income to show the before and after historical cost surplus position for the year that are helpful to readers. The Chair of the Finance & Resources Committee endorsed this approach.</p> <p>Attention was drawn to two items of missing factual information at Nos.14 and 17 on the table on UPN 51 in which comprehensive information about Members of the Corporation was set out and that required completion before they were signed. A member queried why the attendance of individuals at meetings was published and expressed the view that in future just the overall figures are published. The Clerk explained the current reporting followed the format that had been approved in previous years and reflected the requirements in the Joint Audit Code of Practice ("JACOP").</p> <p>Paul Wingfield proposed and David Pennell seconded the Report and Financial Statements for 2015/16 for approval and Members gave them their unanimous approval.</p> | |

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| | <p>Letter of Representation It was confirmed that following prior scrutiny by the Audit Committee the Letter of Representation was recommended to the Corporation that agreed unanimously that the Chair could sign it on its behalf.</p> <p>Audit Highlights Memorandum and Management Letter Members were informed that the few minor amendments in the Memorandum had been reviewed by the Audit Committee.</p> | |
| 10. | <p>Stamford Plus Limited Members received the Financial Statements for Stamford Plus Limited and noted the break even position that was reported.</p> <p>Members were informed that the Company's Board of Directors had agreed to change the company's name to QRS Limited (Quality Resourcing Solutions) at the Board meeting held on 6th December 2016.</p> | |
| 11. | <p>Introduction from the Chair of the Curriculum, Quality & Standards Committee The Committee Chair, Paul Wingfield, reported that a significant focus of the meeting had been on the SAR which had been the subject of very careful consideration that had resulted in a recommendation to the Executive that the grades are re-assessed.</p> | |
| 12. | <p>Self-Assessment Report ("SAR") and Quality Improvement Plan ("QIP") Paul Wingfield recounted the debate at the Curriculum, Quality & Standards Committee on 2nd November 2016 about the grade for Outcomes for Learners and said that with the benefit of feedback from the subsequent Ofsted Support and Challenge visit on 13th December 2016 the Committee recommended this should be recorded as a Grade 2. The Corporation unanimously agreed.</p> <p>Discussion then moved to the Departmental Self-Assessment grades summarised on UPN 175. Alison Grant summarised the in-depth discussion at the Committee meeting about the process including details of the moderation that incorporated input from an external moderator. In relation to Academic Studies Members concluded the issues were only in relation to a few subjects, by no means all, and that as outcomes measured favourably with ALIS data this Department that is continuing to improve should be recorded as a Grade 3. Members discussed and agreed that the issues with some of the "A" Level did not require the Grade for Overall Effectiveness to be changed from Grade 2. Paul Wingfield gave a précis of the views expressed by Members which concluded with agreement that the College would assert it is Grade 2 and that Members supported and relied on the management team to project this supported by the current data. Anthony Partington emphasised this was a transforming area and that the arguments to support a Grade 2 were particularly apparent in relation to the spectacular results for 19+ learners. Further, he asserted the legacy issue around students being allowed to remain on "A" Level courses when they should not have been allowed to do so, was a factor that had now been addressed and so could be used as another argument in support.</p> <p>Overall Members strongly emphasised the need to ensure that what Inspectors see in the classroom is indicative of a Grade 2.</p> <p>Peter Fraser said a key factor will be the confidence with which these arguments are</p> | |

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| | <p>presented. The Principal confirmed she would be able to talk with confidence about the rapidity with which the issues were spotted and about the speed and effectiveness of the measures put in place to address them. Members also asserted the positive impact that will be derived from the College's performance in English & Maths.</p> <p>With the benefit of the in-depth discussion it was agreed unanimously that the summary of Self-Assessment Grades on UPN 132 should be revised to record all as Grade 2.</p> | <p>VPCQ</p> |
| <p>13.</p> | <p>Final Ofsted Support And Challenge Visit The positive visit had taken place on 13th December 2016 and had been reported upon by the Principal in her Update given earlier at the meeting.</p> <p>The Vice Principal, Curriculum & Quality said from the Governors' perspective she would be putting a briefing sheet together around key questions Ofsted are likely to ask. She also re-emphasised the need for every governor to ensure they had completed Safeguarding Training.</p> | <p>VPCQ and All Governors</p> |
| <p>14.</p> | <p>New Member Appointment Following her recent interview and after attending the Audit Committee meeting on 7th December 2016 where she had asked perceptive questions, Louise Perry's application for Corporation Membership was proposed by the Chair and seconded by the Co-Vice Chair, Paul Wingfield, and agreed unanimously. It was further agreed that Louise was to be appointed to the membership of the Audit Committee where the current Acting Chair, Andrew Moore, will remain in place to July 2017 with Louise shadowing him and succeeding as Committee Chair from the start of the 2017/18 academic year.</p> | |
| <p>15.</p> | <p>Scheme of Delegation The Clerk reported that in the course of the Finance & Resources Committee's annual review of its Terms of Reference on 6th December 2016, the Committee made a proposal to include a new requirement that the Committee reviews the Annual Accounts of the new Joint Venture Company, Trio Training Limited and nominates the Directors of College Companies and Joint Ventures. Subject to the Corporation accepting that amendment to the Committee's Terms of Reference it was proposed to add it as a new Task to the Scheme of Delegation. The Task of monitoring the performance of the College companies generally is already included in the Scheme of Delegation.</p> <p>In addition further changes to the current version were proposed, namely to add explicit (rather than the current implicit) tasks for the recommendation, approval and signature of the Letter of Representation and for the Corporation to approve the College's Financial Statements for sign off. The changes to the Scheme of Delegation were agreed unanimously.</p> | |
| <p>16.</p> | <p>Whistleblowing Policy Members noted the changes to the policy shown in tracked changes were in relation to the Prevent Duty under section 26 of the Counter-Terrorism and Security Act 2015 and the obligation to have due regard to protecting children from the risk of radicalisation, actions of extremism and terrorism. The policy also includes details of procedures for disclosing and the possible referral of associated concerns. Clause</p> | |

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| | 5.5 detailed the procedures for raising concerns about safeguarding practices within College as required by Ofsted. The revised Safeguarding Policy was agreed unanimously. | |
| 17. | <p>Student Union Constitution</p> <p>The Vice Principal, Finance & Resources reported that the Student Union Constitution had been updated to reflect the change in job titles of staff involved with the Students' Union and an update made to paragraph 8.2 showing that the Student Union would be treated as a College cost centre with all funds held in the College's main bank account. The revised Student Union Constitution was agreed unanimously.</p> | |
| 18. | <p>Appointment of the "SEND" Governor</p> <p>In view of the cross College responsibilities of the office holder the Chair's offer to undertake this role that she had previously held at a primary and secondary school was accepted and her appointment as the SEND governor agreed unanimously with immediate effect.</p> <p>In consequence the Chair relinquished her role as the Link Governor for Construction and Motor Vehicle and it was agreed unanimously that Louise Perry will take over as the Link Governor for that area, also with immediate effect.</p> | |
| 19. | <p>Terms of Reference of the Finance & Resources Committee</p> <p>The Clerk reported that at its meeting on 6th December 2016 the Finance & Resources Committee discussed its Terms of Reference and agreed to make a recommendation to the Corporation for the substantive amendments to the current (April 2015) version:</p> <p>Paragraph 3.2 – to increase the maximum term of appointment for co-opted Committee Members from 3 to 4 to align it with the term for full Corporation Members.</p> <p>Paragraph 7.1 – to update a job title and add the VP Curriculum to the list of attendees at meetings.</p> <p>Add a new Paragraph 8.6 (and renumber the following paragraphs in that section) to give the Committee responsibility for reviewing the Annual Accounts of Stamford Plus Limited and recommend them to the Directors for approval.</p> <p>Add a new Paragraph 8.7 (and renumber the following paragraphs in that section) to give the Committee responsibility for reviewing the Annual Accounts of Trio Training Limited and recommend them to the Directors for approval.</p> <p>Paragraph 10.2 – an amendment to reflect the move to the Board portal together with minor consequential amendments.</p> <p>The revised Terms of Reference for the Finance & Resources Committee were agreed unanimously with immediate effect.</p> | Clerk |
| 20. | <p>Any Other Business</p> <p>(i) <u>Governors' Development Event to be held on 11th January 2017</u> – the Clerk reminded Members to reply to the invitation to attend the externally facilitated event that will cover Equality & Diversity, Safeguarding and Prevent.</p> | |
| 21. | <p>Date and time of the next meeting</p> <p>Wednesday 8th February 2017 at 5.30pm in the Conference Centre</p> | |

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| 22. | Forthcoming Events The details of forthcoming events were noted. | |
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The meeting ended at 7.27pm.

Signed

Date