



MINUTES OF A MEETING OF THE LINCOLN COLLEGE BOARD OF CORPORATION – HELD BY MS TEAMS ON TUESDAY 15 DECEMBER 2020

Present:	James Pinchbeck Haydn Beeken Philippa Bratby Tim Calvert Neil Everatt Lucy Goodier Dean Graham Tim Godson Gary Headland Nick Lyons Tom McKenzie Mark Platts Peter Price Charlotte Watson Daniel Wilkinson	Chair Vice Chair and Chair of Performance and Quality Staff Governor Chair of Remuneration and Appraisal Chair of Search, Training and Development and HE Chair of Audit Committee CEO Vice Chair and Chair of Finance Committee
In Attendance:	Sarah Adams Tom Dannatt James Foster Mark Locking Tom Marsden Jim Newall Jacqui Varlow Chris Bosworth	Clerk to the Board of Corporation Group Director of Finance and Commercial Managing Director (International and Commercial) Managing Director (Education and Training Delivery) Group Director of Strategic Growth Group Director of Marketing and Communications Group Director of HR and SSS Specialist Advisor [item 29/20 only]
Apologies:	Amy Conyard Heather Fluck Natalie Heap	Staff Governor Student Governor

MS Teams

The CEO gave an overview of the use of Teams. As an instrument for teaching this is a very good platform and more secure than Zoom. Assistance in its use can be provided if required.

Effective use of the platform will assist with developing good governance as part of the Determined to Govern programme.

The importance of being able to demonstrate good governance and the impact of this was highlighted. The use of MS Teams and sharing of communications through this allows even greater transparency between ELT and the Board and supports continual engagement by the Governors throughout the year. Questions are encouraged, such as ‘I’ve just seen this on the news what is the College doing about it?’ It was stressed that good questioning allows better and more timely decision making.

The sharing of the Risk Register and Top Level Scorecard on MS Teams as a ‘live’ document enabling full transparency and engagement in all issues, rather than just discussion during scheduled Board meetings was highlighted as important. It was felt this was especially useful in these increasingly dynamic and changing times.

The continuous rolling engagement was highlighted as crucial and MS Teams gives this opportunity without Governors needing to come into College. The interaction between ELT and the Board can clearly be seen and tested. This was deemed to be very helpful providing access as Covid Security prevents and limits visits.

It was asked if all Board meeting and Committee papers could be put in the Teams area and this was confirmed.

Action: Clerk to place all meeting papers in Teams.

Technical support is available to those Board members who require it.

Question techniques

The role of effective questioning to support decision making, to develop ideas, to improve outcomes and to ensure Governors are both well informed and can undertake their roles and discharge their duties has been highlighted as part of Determined to Govern.

To support Governors in developing successful and effective questioning techniques, the CEO had posted a blog on Teams on questioning techniques.

The role of effective questioning techniques as part of Board meetings was discussed and looked at review of minutes and presentation of papers, through to the presentation of the reports requiring approval.

The Governors Comfy Chair Blog posted on Teams was highlighted and Board members were asked to read through this and look at the question techniques. The Chair highlighted reviewing minutes to look at the input of members and the questions they have asked. The need to draw out additional information on top of the information received was highlighted.

It was agreed that the inclusion of questions on papers or reports being presented was an effective approach to stimulating both debate and further questioning. This was illustrated in the presentation of the IASTI proposal presented to the Board.

The Chair explained that there were a number of reports presented to the Board as part of the business cycle for which Board approval was required. These were presented for information and consensus approval. As such going forward the Board agenda would reflect this.

24/20 APOLOGIES FOR ABSENCE

Apologies were received from Heather Fluck, Natalie Heap and Amy Conyard.

25/20 ELIGIBILITY, QUORUM AND DECLARATIONS OF INTEREST

No declarations of interest were made. The Governors were asked to raise any declarations if these became apparent during the meeting.

26/20 MINUTES OF THE CORPORATION AND COMMITTEE MEETINGS

Board of Corporation – 3 November 2020

The minutes of the meeting of 3 November 2020 had been circulated. Following a check on accuracy, the minutes were agreed by the Board as a true and accurate record and will be signed accordingly.

The Chair of P&Q reported there had been an intention to arrange more OODA walks before Christmas but due to technical issues this had not been possible. It is intended to arrange these for the new year.

Performance and Quality – 18 November 2020

The Performance and Quality Committee had met on 18 November 2020. The Chair of the Committee highlighted the following areas of discussion:

- A Committee objective has been set focusing on the student experience and apprenticeships. The Committee will approve this at their next meeting tomorrow
- Difficulties of assessing data
- Committee were content that apprentices were heading in the right direction
- Feedback from OODA walks and the use of cameras in particular to see if learners were engaging and also the safeguarding issues, this will be discussed again at the meeting tomorrow
- It was asked if the feedback on OODA walks could be shared on Teams and this was welcomed for discussion at P&Q Committee

Higher Education Committee – 9 December 2020

The Higher Education Committee had met on 9 December 2020. The Chair of the Committee highlighted the following areas of discussion:

- Key data and metrics specifically for HE
- TEF and the Bronze, Silver and Gold standards. The College is currently graded as TEF Silver
- There are a lot of changes due and TEF Institutional grades may be withdrawn and introduced at course level. The College is working to improve against the benchmarks and also against other similar organisations and this will be monitored
- The ability to charge enhanced fees linked to the Access and Participation Plan and the targets linked to specific groups and widening participation such as those with disabilities, the travelling community, etc. Destinations and those jobs seen as 'highly skilled' employment was explained. It was noted that some courses are to enhance a current role and not for progression of the learner
- A request has been made for additional resource as there is currently one member of staff in a split role responsible for both marketing and the APP. It is hoped that additional resource can be considered
- Student Satisfaction Survey and that some courses with low satisfaction linked to teaching and learning and assessment. This may be where areas have both FE and HE in their portfolio
- Course organisation and management and the requirement for more oversight and involvement from academic managers to own their HE programmes
- It was asked if an in-house course level TEF assessment could be carried out to give a current position and it was confirmed these already take place and are discussed through course team meetings and HE reporting. Two areas of concern were highlighted
- The significant contribution of HE and the requirements of the community were recognised and the consideration of additional resources for the longer term plans for HE. The development of Gibney Building was outlined and a need to revisit HE overall in the New Year
- The positive introduction of a separate HE Committee was noted

Audit Committee – 10 December 2020

The Audit Committee met on 10 December 2020.

The Chair of the Committee highlighted the following areas of discussion:

- New Governors Lucy Goodier and Peter Price had joined the Committee, both have external financial and accounting roles
- The Rolling Audit Recommendations had been reviewed and 8 approved for removal. 2 issues have been delayed from 2018/19 due to Covid, 3 items will be removed following the upcoming audit. 8 items relate to IT and due to current issues, a response is awaited. Overall the reducing numbers of items on the report was positive
- The Internal Audit Plan for 2020/21 was approved. It was highlighted that the student experience had been raised as an additional area for audit. There are 5 days available and Audit and P&Q Committees would welcome this being added to the Audit Plan. It was explained that some audits are what must be looked at but should be balanced with those that are chosen to be looked at. W&B will discuss this with the GD(F&C)
- An update was provided by RSM on the External Audit and the additional commentaries that will be included
- The Fraud and Irregularity Policy and Response Plan had been considered and this will now be a standing item for the Committee
- The Health and Safety Annual Report for 2019/20 was received and the objectives for the Health and Safety Committee for the coming year approved
- The Chair of P&Q welcomed the inclusion of the audit in respect of the student experience which aligns to the work of P&Q and will add value. The benefit of this linked to the changes due to Covid and the increase of blended learning should highlight where changes have been beneficial and which practices can continue
- The allocation of days was discussed and internal audit will look at how they can address this area. There are 43 days allocated in total and an agreement on the scope would be developed with input from the Committee Chair. It was felt that five days would be sufficient to look at the process and quality

Action: DG, HB and TD to look at the scope

Finance Committee – 10 December 2020

The Finance Committee met on 10 December 2020. The Chair highlighted the following areas of discussion:

- Risk Register and items linked to financial health
- The Risk Register will be a standing item for the Committee
- Financial report for P2 which was in line with budget. The areas of uncertainty were discussed
- The Treasury Management Report had been received and discussion took place on maximising returns and some options had been approved for follow up
- The Fraud and Irregularity Policy had been reviewed. The importance of this Policy and the broadness of the topic was highlighted. Training is to be arranged for staff and Governors
- Two main items on commercial opportunities were discussed in detail and approved for progression. Once approved the minutes will be placed on Teams for information. At the appropriate time these initiatives will be brought to Board.

27/20 MATTERS ARISING AND NOTIFICATION OF URGENT BUSINESS

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

28/20 LINCOLN COLLEGE GROUP STRATEGIC RISK REGISTER AND BALANCED SCORECARD

The Risk Register had been circulated and now has an additional column to show which Committee has responsibility for oversight. The Risk Register will be a standing item on all Committees.

The CEO thanked the Committee Chairs for their reports which he had reviewed against the Risk Register.

Updates were given on the main risks:

- **Cyber-attack** – this risk is reducing. This was a serious incident and within three weeks a lot of progress has been made. Servers that were recoverable are now back up and running. All PCs have been reimaged and the next stage is laptops and mobile devices. The iMac suite will need to be replaced. KyrptoKloud have been assisting with the recovery. This has been tracked back to Russia and it was explained that other educational institutions have also been attacked. This was a ransomware attack. Fortunately, the attack had been picked up early due to a member of IT staff working at the weekend who recognised the issue and escalated it immediately. This action was crucial as the situation would have been much worse on the Monday morning. A service has now been introduced to monitor the systems 24/7 and trigger issues to staff. Staff will be required to enable a swift response to these triggers. Overall the recovery is progressing quickly. It was asked how the attack had got in and this was explained. The investment in back up servers and cyber essentials training was explained. KyrptoKloud will be producing a report with recommendations and additional staffing will be required
- It was asked what the impact on learners was. It was explained that a lot of teaching had to go back to flipcharts and pens as the access to IT was switched off. There was disruption on the Monday linked to remote learning with some classes cancelled. Face to face teaching adapted. Overall from the second day delivery was adapted and there was minimal impact on teaching and learning
- It was asked what the financial impact was and this was outlined. There is comprehensive cyber security insurance in place and there will be some capital expenditure required, together with training and resources
- It was asked if insurance renewal would be possible and this was confirmed and the actions taken to mitigate the risk explained. It was also asked if there was any sector funding available and it was confirmed there was not
- The **R04 Risk** was explained. This return had not been possible due to the attack and the impact might have been that R06 may be used. It is expected that the R04 figures would be used. The Finance Committee will monitor this risk
- **KSA contracts** were highlighted. The review of Q1 finances has been delayed to January and at this point the contracts position should be clear. It was explained that no teaching had taken place in any of the Colleges in Semester 1 in KSA. It is expected contracts will be forthcoming. The in-year impact will be assessed in January
- It was asked if there had been any impact on the IT systems and technology in KSA and if there would be any additional resources required. It was explained that this will need to be examined carefully
- It was asked if there was any external impact and it was explained there had not been to date
- Mitigations were queried where they had not changed. This was linked to risks under assessment.

29/20 INTERNATIONAL AIR AND SPACE TRAINING INSTITUTE (IASTI)

[Chris Bosworth joined the meeting and was welcomed]

A presentation was given on the IASTI. It was explained that Chris Bosworth had joined as a specialist advisor on this project working with Tom Marsden and Daniel Wilkinson. The vision is to create an Air and Space Training Institute based in the Midlands. Boeing will be the strategic partner. It is hoped to be able to make an announcement of the partners in January.

The development was outlined including:

- The background to the initiative including the Air and Defence College and Aaron Aviation Academy.
- The involvement of Aviation 360 was explained and that of Project ENGAP
- Newark Towns Fund
- Pathways from L3 to degrees and continuing professional development
- The campaign plan and phases
- Curriculum planning up to 2025/26
- A Project Board has been established and is meeting on a monthly basis. A Project Working Group will commence in January. Smaller working groups will be set up as required
- The site plan and negotiations with the Council
- The Project Delivery Timeline working towards full operating capability in 2024

It was asked if there were any blind spots, and areas or opportunities that should be further developed and any areas the Board could assist in developing.

The item was opened for discussion and the following questions were asked:

- What was the target audience for students? It was explained initially the broader FE market within the geographical location, followed by the HE offer which would be national
- Would there be an optimum number? Full operating capacity would be 3 x 32 learners
- What is the strategy for engaging with competitors? Further meetings will be arranged including with the University of Derby who have links with Rolls Royce for example. There are a number of opportunities to link with HE partners in the Midlands in the future.
- Is the College playing the lead role currently? This was confirmed.
- It was asked if the Hotel development was separate? It was confirmed the site is an aspiration for Newark and Sherwood Council who are working with other partners on the hotel and the business incubation units
- For those taking HE qualifications will there be the opportunity to progress to Masters levels for Chartered status? There are Masters level qualifications available in airport management and other connected curriculum areas. Boeing are keen to look at using the facility for research and using the facility as a test bed.
- The importance of enrichment and enhancement activities and ensuring work readiness was stressed. The options linked to HE institutions and delivery were explained, including direct delivery, buying in, licences, etc. An Investment Appraisal is being developed. Ground, Engineering and Pilot pathways are being investigated
- Would a no deal Brexit have any impact? The current view is that any UK Accreditation will meet existing EU standards and most aviation standards are internationally recognised so there would not be an impact
- Are there any discussions taking place for Apprenticeship Schemes? It was explained that Boeing's apprenticeship hub is currently based in Cardiff and they are looking at moving this to the IASTI. Ryanair don't currently use their apprenticeship levy so this is being explored. T levels will also be explored. In total there would be up to 1,000 students during the year including HE, FE, Apprentices, full cost provision, etc.

DW reported on the compelling investment case and commerciality. Good stakeholder management and the value of the correct specialist advisors were highlighted. The College should be proud of the achievement so far.

CB reported on timeliness of the project including the retirement of many senior people in the aviation industry and also that training is often the first thing to go in times of crisis so there are many opportunities. Much of the current provision is commercially focused and this is more operational and technical based. Aviation is evolving and the timing is good to join this evolution.

The Chair asked that the governance model and its relationship with the College Group is considered at an early stage to ensure the right arrangements are in place. It was asked if there were any implications linked to the current students at Newark. It was explained that a company structure is being worked through. The importance of the Newark Towns Fund was outlined. The impact of a vibrant student population in Newark on the location was explained as positive.

DG explained that a number of the organisations being worked with are paying members of an organisation he has links with and therefore declared a potential future interest.

[Chris Bosworth left the meeting]

30/20 CYCLE OF BUSINESS FOR BOARD OF CORPORATION

The Cycle of Business had been circulated and the Clerk explained that the items were very much those required to meet statutory and regulatory requirements. It was asked that any items for consideration to be added were put forward. A review of Committee effectiveness is to be added for later in the year. It was asked if consideration could be given to grouping the items under subjects and headers.

It was asked that the Committee Chairs refamiliarise themselves with the cycle of business.

31/20 DETERMINED TO GOVERN/loD STRATEGY MODULE

The Chair explained the next loD module on Strategy is to be run in January 2021. The time commitment was outlined and it was stressed this is a very worthwhile exercise both professionally and personally. It was explained there is an exam, which is not compulsory, but those attending would be encouraged to undertake this as it assists with learning and counts towards and loD qualification.

The CEO stressed the quality of this training.

The GD(F&C) to sign the contract.

32/20 INTERNAL AUDIT PLAN 2020/21 FOR APPROVAL

This had been discussed as part of an earlier agenda item.

Agreed: Approved by the Board

33/20 HIGHER EDUCATION ANNUAL MONITORING REPORT (HEAMR) FOR APPROVAL

The HEAMR was taken as read. This had been discussed at the HE Committee and recommended for approval for submission.

Agreed: Approved by the Board

34/20 FINANCIAL REGULATIONS FOR APPROVAL

The Financial Regulations were taken as read. The regulations had been reviewed at the Finance Committee and recommended for approval.

Agreed: Approved by the Board

35/20 FRAUD AND IRREGULARITY POLICY AND FRAUD AND IRREGULARITY RESPONSE PLAN FOR APPROVAL

The Fraud and Irregularity Policy and Response Plan were taken as read. The documents had been reviewed by both the Finance and Audit Committees.

Agreed: Approved by the Board

36/20 URGENT BUSINESS

There was no urgent business discussed.

The CEO thanked the Board and expressed his appreciation for all their work and support during the year, at meetings and also in between meetings. The CEO wished everyone a Merry Christmas.

The Chair thanked the ELT and all staff at the College for their hard work and resolve during a very challenging year. Thanks were also extended to all Board members for their time commitment and contributions.

Reboot 2021 was explained and the Board members were invited to join in any of these activities.

37/20 DATE AND TIME OF NEXT MEETING

The next meeting will be held on Thursday 21 January 2021 at 14.15 hours

The meeting finished at 18.56 hours

Action List Actions from the Board of Corporation Meeting held on Tuesday 15 December 2020

Item Number	Description	Action by	Target Date	Status/Note
	Meeting papers to be placed on Teams	Clerk	For each meeting	
26/20	Scope for Student Experience Audit to be looked at	DG, HB and TD	Following Meeting	