

**MINUTES OF A MEETING OF THE LINCOLN COLLEGE BOARD OF CORPORATION – HELD BY MS TEAMS ON TUESDAY 16 MARCH 2021 AT 1630 HOURS**

<b>Present:</b>	James Pinchbeck Philippa Bratby Haydn Beeken Ian Billyard Amy Conyard Lucy Goodier Gary Headland Natalie Heap Tom McKenzie Mark Platts Peter Price Sophie Trafford	Chair Staff Governor Vice Chair and Chair of Performance and Quality  CEO HE Student Governor  Apprentice Student Governor
<b>In Attendance:</b>	Sarah Adams Tom Dannatt James Foster Graham Harrison Mark Locking Tom Marsden Jim Newall Jacqui Varlow	Clerk to the Board of Corporation Group Director of Finance and Commercial Managing Director (International and Commercial) Group Director IT, IM and Projects Managing Director (Education and Training Delivery) Group Director of Strategic Growth Group Director of Marketing and Communications Group Director of HR and SSS
<b>Apologies:</b>	Tim Godson Tim Calvert Dean Graham Nick Lyons Charlotte Watson Daniel Wilkinson	Chair of Audit Committee Chair of Remuneration and Appraisal Committee  Vice Chair and Chair of Finance Committee

<b>52/20</b>	<b>APOLOGIES FOR ABSENCE</b>  Apologies were received from Tim Calvert, Tim Godson, Dean Graham, Nick Lyons, Charlotte Watson and Daniel Wilkinson.
<b>53/20</b>	<b>EILIGIBILITY, QUORUM AND DECLARATIONS OF INTEREST</b>  No declarations of interest were made. The Governors were asked to raise any declarations if these became apparent during the meeting.
<b>54/20</b>	<b>BOARD MEMBERSHIP – RESIGNATIONS AND APPOINTMENTS</b>  The Clerk reported on the following changes to Board Membership: <ul style="list-style-type: none"> <li>• The resignation of Neil Everatt, wef 25 January 2021</li> <li>• The resignation of Heather Fluck, Academic Staff Governor, wef 24 February 2021</li> <li>• The appointment of Sophie Trafford, Apprentice Student Governor, wef 18 January 2021. Sophie has joined Performance and Quality Committee</li> </ul>

- Danielle Lister is to return from her sabbatical after Easter and has agreed to join Remuneration and Appraisal Committee to fill the vacancy left by Neil Everatt.

The Board formally thanked Neil Everatt and Heather Fluck for their valuable commitment, input and support during their time in office.

The Clerk explained that an election process for a replacement Academic Staff Governor has commenced. It was outlined that this appointment is a crucial part of the Board and Committee membership. It was considered that the timing of P&Q and HE meetings may need to be adjusted to allow for attendance should this be a barrier. In promoting the vacancy, it was agreed to be clear that appointment would require attendance at P&Q and HE meetings and that typically they take place at specific times. Therefore, those putting themselves forward need to ensure they will be able to make such meeting. It was also agreed that perhaps the timing of the meetings might be adjusted to accommodate the Staff Governor.

55/20

## **MINUTES OF THE CORPORATION AND COMMITTEE MEETINGS**

### Board of Corporation – 21 January 2021

The minutes of the meeting of 21 January 2021 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.

### Remuneration Committee – 12 February 2021

Remuneration Committee had met on 12 February. The following was highlighted:

- Danielle Lister is to join and her background as employment lawyer with Chattertons was explained
- The All Staff Pay Award had been deferred. Discussions are ongoing with the Task and Finish Group
- The ToR have been amended to include that the pay award would 'normally' be agreed in January
- Tim Calvert was appointed as Chair for the Academic Year
- The approval of the remuneration of the Accounting Officer as included in the Annual Financial Statements
- Review of Manager Salary information
- Discussion on Service Agreements for Senior Postholders who provide work to KSA which are to be agreed and put in place to ensure there is no ambiguity or uncertainty in respect of this work and role
- Reviewed and confirmed the appointment of the GD (F&C) as a Senior Post Holder.

### Audit Committee – 23 February 2021

The Audit Committee met on 23 February 2021 and the minutes had been circulated. The Vice Chair of the Committee highlighted the following areas of discussion:

- Lucy Goodier had been elected as Vice Chair
- There had been no reports of any fraud, irregularity or whistleblowing brought to the Committee's attention
- Good progress has been made on outstanding audit recommendations with 8 approved for removal and 23 being addressed
- Two audit reports were reviewed: Adult Education Offering – strong assurance received and Health and Safety – substantial assurance received. Three recommendations were added to the rolling report

- The Committee will be inviting risk owners to attend future Audit meetings.

Further information was requested on the Health and Safety Accreditation being worked towards. It was explained that the ELT had attended 'leading safely' courses recently and that there were a number of different levels of accreditation.

The aim to improve practices and policies and move from a basic approach to a high level of integration was explained and that this would lead to accreditation, potentially ISO 45001.

#### Performance and Quality Committee – 24 February 2021

The Performance and Quality Committee met on 24 February 2021 and the minutes had been circulated. The Chair of the Committee highlighted the following areas of discussion:

- TLS reviewed. The activity related to Covid movements was noted. The background to the document was outlined to the new Committee members
- Figures are on track to achieve or above, accepting targets are based on 18/19 benchmarks
- Can't compare year on year and no national figures are available
- Laptops delivered by the Government had been discussed and those given out to students
- The challenge linked to practical assessments and the time available for completing these was discussed
- The postponement of OODA walks to allow time for set up for Covid testing and introducing students back into College – these will be rescheduled
- Apprenticeship data has improved and is now graded at 2
- Key issues taken from the AoC conference were the importance of destination data and relevance of the curriculum
- High needs students and how they are being supported and tracked was discussed
- The Golden Hour Review, which the Committee welcomed. The impact will now be reviewed
- The Remote Learning Action plan is being monitored. This will feed into curriculum planning and identify any training needs
- The Risk Register was reviewed at the start and end of the meeting

The delivery of practical assessments and the realistic impact on students was queried, particularly for those in the second year of a two-year course. The Chair of P&Q responded that it was difficult to have a forecast of impact as this may vary individually. There is confidence in the College that the practical sessions can be delivered and that they will satisfy requirements. Where needed there will be extra support put in place. Staff will use their professional judgement based on the experience of last year. Details on adapted assessments are coming through and awarding bodies are letting these be shaped so students don't miss out. Normal end dates are being extended and there is option for evening and weekend sessions. Where a certain level of technical competence is required it is not possible to do adapted assessment and these may run into the summer to ensure the students are competent. The concern is where students have become disengaged and don't attend to catch up. No areas are currently flagging as high risk. It was noted that most courses are a blend of theory and practical and that these have been front loaded to deliver the theory and now move to the practical rather than being a balance through the year.

The Chair asked about destinations and how this works in practice and if it is based on intended or actual destinations. It was explained that it is both. In the EIF there is an increased emphasis on destinations, both intended and then six months actual. This is an important outcome measure.

Extraordinary Board of Corporation – 26 February 2021

The Board had held an Extraordinary meeting on 26 February to consider the acquisition of Human Alchemy and the minutes of the meeting had been circulated.

It was explained this had progressed and there had been media coverage. Following a check on accuracy, the minutes were agreed by the Board as a true and accurate record and will be signed accordingly. It was agreed to mark this as a confidential minute.

Finance Task and Finish Group – 26 February 2021

The Finance Task and Finish Group had met on 26 February 2021. The Chair highlighted the following areas of discussion:

- Understanding of current in year position
- Last year outturn and maintaining good cash position
- Direction of travel for the current year being explored
- Understanding of the level of information required for the Board
- The Finance Committee meet next week to consider the Q2 figures and the T&FG will meet again at the end of April.

Higher Education Committee – 10 March 2021

The Higher Education Committee met on 10 March 2021 and the minutes had been circulated. The Vice Chair of the Committee highlighted the following areas of discussion:

- The Risk Register was reviewed and the challenge around HE income in light of Covid and how this can be mitigated was discussed
- The scorecard was considered and similar discussions to P&Q had been held around practical assessment
- Retention and continuation rates are good
- Update on portfolio and course developments with partners
- It was considered that the acquisition of Human Alchemy and also the IASTI may lead to some opportunities for HE provision
- Communications to students and how students may feel they aren't getting the same level of qualification through the College rather than Uni was discussed. The work by the HE Student Governor working with potential new students was highlighted
- The APP and some delays around employer engagement and school's liaison which will be picked up as soon as possible
- The OfS regularity framework, which is currently light touch with good progress made
- The challenge in the organisation of where HE sits and whether is it growing to the point of becoming a separate entity or should remain within other units at the College. It was felt there would be a tipping point in the future when this should be considered

It was asked if the IoT oversight should come under the HE Committee and this was confirmed and is part of the discussions.

<b>56/20</b>	<b>MATTERS ARISING AND NOTIFICATION OF URGENT BUSINESS</b>  There were no matters arising or notifications of urgent business.
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<p><b>57/20</b></p>	<p><b>LCG STRATEGIC RISK REGISTER AND BALANCED SCORECARD</b></p> <p>It was highlighted that the scorecard is now reviewed by each Committee at their meetings and this was welcomed. The Board were reminded that the Risk Register and Scorecard is a live document available to all Governors within the Teams Board area.</p> <p>The RSM paper on Risk Appetite that had been circulated was highlighted. The document will be shared on Teams.</p> <p><b>Action: Clerk to place RSM paper on Teams</b></p> <p>The Chair of P&amp;Q explained that the Committee reviewing the Risk Register was positive and allowed the Governors to see if there were any risks that were missing. Should the Committee identify any risks these should be fed through for inclusion.</p> <p>The Governors highlighted that those risks that you don't want to happen aren't included, ie, a major incident isn't included and it was asked if they need to be, for example a serious or fatal accident of a student. It was responded that the strategic risks included are the opportunity and threat type risks. The 4Risk system has all those standard risks and these are managed through the Risk Management Group. These can be escalated but currently sit within 4Risk. Governors should have access to 4Risk and this will be followed up</p> <p><b>Action: Governors access to 4Risk to be followed up</b></p> <p>It was explained that a number of 'table top' exercises and major incident practices have been run working in conjunction with the Emergency Services.</p> <p>The Governors welcomed discussion around risk appetite. It was highlighted that some risks are 'tolerate' but the score is 'mitigate' overall so it is working against itself. Scores can then take tolerance into account and help with T&amp;FG discussions. It was confirmed that there is a process underway to develop a risk appetite.</p>
<p><b>58/20</b></p>	<p><b>STRATEGY UPDATE</b></p> <p>A presentation was provided as a half-yearly update and review of the Strategy, alongside providing information and updates on a number of new initiatives, ie the IASTI, Towns Funds, etc, and the time and commitment required to move these forward was highlighted. The Chair gave an introduction and overview. The Directors General Duties were highlighted and specifically that the discussions would provide Governors with a narrative to help them fulfil their duty to 'Promote the Success of the Company'.</p> <p>The following were highlighted:</p> <ul style="list-style-type: none"> <li>• A reminder of the 'Mindset' of being 'Extraordinary' and being the best we possibly can</li> <li>• The Strategy Framework: Context, Vision, Mission, Values and Behaviours and Four Cornerstones</li> <li>• A reminder of the strategic objectives within the cornerstones</li> </ul> <p><b>The Capability, Capacity and Wellbeing of our People</b></p> <ul style="list-style-type: none"> <li>• An understanding of the impact of Covid on the health and wellbeing of the workforce which will need to be assessed when it is known</li> <li>• The strength of the relationship with the Trade Unions which was positive</li> <li>• Potential bespoke pay arrangements for pinch-point areas, ie construction, engineering, which involves relinquishing the teachers' pension to increase base salary</li> </ul>

- Professional Development which has not been as high as hoped for
- The disappointing delay on making a recommendation to the Remuneration Committee on the All Staff Pay Award
- Difficulties linked to International Mobilisation
- Potential development of FE Resources
- Hybrid working, which is being piloted currently by the HR Team

### **The Quality and Relevance of our Education Provision**

- Development of Gibney Building – a salon has been rented as a pilot in the City Centre to allow the staff and students to move out of campus and work in a commercial environment
- Newark and Lincoln Towns Funds – all five projects went forward to final business plan including Construction and IASTI at Newark and the Drill Hall, HEAT and Health and Wellbeing Centre in Lincoln

Discussion took place on the opportunities that would become available for students linked to construction, and the importance of value added for initiatives.

It was confirmed that the Towns Funds are all Capital Funding and it was noted that there would be running cost revenue funding to sit alongside this. Internal investment appraisals have been undertaken and the business cases will come to Finance Committee and Board as required. HEAT will link to Curriculum Planning.

It was asked if there was a pipeline tracker for the initiatives being progressed. It was explained that as projects are qualified, they come through Finance Committee and are included in the scorecard which is tracked on a monthly basis.

### **Ensuring that our use of Information, Finances and Estate Enables Great Learning**

- Impact of the cyber-attack on IT, including CCTV and MacSuite
- Lincolnshire Data Analytics - lead by Graham Harrison - with a bid in place
- FE Capital Transformation Fund – linked to improving the College estate and an application of just under £2m is to be put in, possibly with a match-funding requirement. The levels of capital projects currently being delivered were outlined
- Position at Q2
- Budget build driven by curriculum planning

The Chair asked about the capital transformation fund and if there were elements of work that could be carried out through this rather than the Aviva funding. This was discussed with examples given of the projects and investment requirements.

### **The Contribution from our UK Commercial and International Activities**

- Update on Human Alchemy with a first new contract won
- Saudi Arabian Drilling Academy (SADA) bid submitted
- Bid submitted for the catering at the Lincoln Cathedral Visitor Centre
- Four GLLEP bids
- IRC Morton Hall contract end
- Loss of Lincoln City Football Club catering contract, though some provision was retained.

The amount of exciting activity being undertaken was noted by the Board.

<b>59/20</b>	<p><b>EQUALITY DUTY ANNUAL REPORT 2019/20</b></p> <p>The Equality Duty Annual Report had been circulated for information. The report is a requirement and will be published on the website. It was noted the report had been produced in a different format to make it more user friendly.</p> <p>Discussion took place on the line graphs and how they represent the responses. It was asked how the report is used to form Objectives and Strategy.</p> <p>It was explained that the objectives come from where the priorities are and these have been four-year objectives where the focus is required</p> <p>Maternity was discussed and it was asked if shared parental leave is offered and, if so, is there much uptake. It was confirmed this was offered but take up is low. An example was given of where maternity leave had been shared between two staff members.</p> <p>It was asked if there had been any notifiable incidents and it was confirmed there had not been.</p> <p>The Board queried whether, linked to Risk Management, had any work been carried out on managing key posts whereby if any of the staff leave there would be an operational or commercial difficulty. It was outlined that ELT have had discussions on this linked to succession planning and key postholders have been identified. It was also explained that Remuneration and Appraisal Committee do consider succession planning with the Senior Post Holders</p> <p>It was noted from the figures relating to Staff Disciplinary that 19/20 figures were lower than 18/19 overall, it was asked numbers had there been and has Covid had an impact. It was confirmed that there had been four investigations and that all disciplinary measures have been addressed but some issues did not progress during lockdown as this was not appropriate. It was recognised that there was the potential for less visibility of any particular issues.</p>
<b>60/20</b>	<p><b>URGENT BUSINESS</b></p> <p>It was asked that any questions were submitted through Teams.</p> <p>There was no further business discussed.</p>
<b>61/20</b>	<p><b>DATE AND TIME OF NEXT MEETING</b></p> <p>Date and Time of Next Meeting: the next meeting will be a whole day session from 9 – 5 on Tuesday 18 May 2021.</p>

The meeting finished at 18.42 hours.

**Actions from the Board of Corporation Meeting held on  
Tuesday 16 March 2021**

<b>Item Number</b>	<b>Description</b>	<b>Action by</b>	<b>Target Date</b>	<b>Status/Note</b>
57/20	Place RSM paper on Teams	Clerk	Following meeting	Complete
	Governor access to 4Risk to be checked and arranged where required	Clerk	Following meeting	Complete