



MINUTES OF A MEETING OF THE LINCOLN COLLEGE BOARD OF CORPORATION – HELD AT LINCOLN COLLEGE ON TUESDAY 28 SEPTEMBER 2021 AT 1100 HOURS

Present:	James Pinchbeck Kallie Bauckham Haydn Beeken Philippa Bratby Ian Billyard Amy Conyard Tim Godson Lucy Goodier Gary Headland Simon Justice Danielle Lister Nick Lyons Tom McKenzie Mark Platts Peter Price Charlotte Watson	Chair FE Student Governor Vice Chair Staff Governor Chair of Performance and Quality Chair of Audit CEO Staff Governor Vice Chair Chair of Finance Committee
In Attendance:	Sarah Adams Tom Dannatt Graham Harrison James Foster Mark Locking Tom Marsden Jim Newall Jacqui Varlow	Clerk to the Board of Corporation Group Director of Finance and Commercial Group Director IT, IM and Projects 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
Apologies:	Tim Calvert Dean Graham Daniel Wilkinson	Chair of Remuneration and Appraisal Committee Chair of Search and HE Committees

FORMAL MEETING

1/21	APOLOGIES FOR ABSENCE Apologies were received from Tim Calvert, Dean Graham and Daniel Wilkinson.
2/21	EILIGIBILITY, 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.
3/21	APPOINTMENT OF CHAIR/VICE CHAIRS In line with the Corporation's Standing Orders, the Chair and Vice Chairs were required to be appointed at the first meeting of the academic year. The Chair, James Pinchbeck, and Vice Chairs, Nick Lyons and Haydn Beeken had indicated they were willing to stand respectively and this was supported by all members.

	<p>The Board ratified these appointments and Mr Pinchbeck, Mr Lyons and Mr Beeken were duly appointed for the academic year 2021/22.</p>
4/21	<p>APPROVAL OF HIGHER EDUCATION FEES</p> <p>A paper had been circulated outlining suggested fees for Higher Education courses. The part time Foundation Degree fees were queried as these were higher than the Honours Degree fees. It was confirmed that these were correct and was due to the difference in length of the programmes. The impact of any change to fees on the Access and Participation Plan was outlined. Following consideration, the Board supported the recommendation for Option 4 as outlined.</p> <p>Approved: The Board approved the HE fees as recommended.</p>
5/21	<p>APPROVAL OF FE CAPITAL TRANSFORMATION FUND</p> <p>A paper had been circulated for consideration. It was explained that following the successful outcome of the Stage 1 application that the College was invited to submit a Stage 2 application by 8 October 2021 and therefore Board approval was sought to go ahead with the bid as outlined.</p> <p>Discussion took place on the Drill Hall and the MEP (mechanical, electrical and plant) and an overview was provided.</p> <p>Questions received from Board members unable to attend were considered. It was asked if some of the kit will also benefit teaching and learning and this was confirmed.</p> <p>It was asked why Lindum were the only company invited to tender at this point. It was explained that the procurement of the works was undertaken via The Scape Framework, a public sector run procurement framework. Lindum were commissioned to assist in the scoping of the works, however, other firms will also be evaluated for selection as part of the process.</p> <p>Following discussion, the Board approved the bid as outlined.</p> <p>Approved: The Board approved the submission of the Stage 2 bid as recommended.</p>
6/21	<p>BOARD EVALUATION/SKILLS ANALYSIS</p> <p>The Chair thanked the Board members for returning their forms. The Board broke out into groups to consider some of the questions asked during the annual process as part of enhancing Board Effectiveness. Questions and Group Feedback included:</p> <p>How can Board Members improve and enhance their appreciation and understanding of the College's operation, delivery and the environment in which it operates?</p> <ul style="list-style-type: none"> • Physical presence, Learning Walks, AoC conference, engaging with ELT members, attending events, involvement in Annual College Review (ACR) • Buddying, attending College, meeting course rep teams, understand operationally and strategically what ELT do • Representation of staff at Board/committees, ie heads/leads, invite people in, student engagement, tours

Whilst needless to say the College Team really value the contribution Board Members make, in what way can this contribution be developed to support the delivery of the strategy and to provide insight, check and challenge?

- Greater involvement and communication, improve organisational knowledge, finding the time in Board meetings to discuss in more detail, deep dives
- Smaller Group Board/ELT Project Specific, time, deep dives

What do you see as the key challenges facing the Board over the next 12 months and how can we best equip ourselves to deal with them?

- Greater competitive forces, right opportunities, getting the balance right between finance and quality, accessing new opportunities, new innovations and projects that deliver the mission and vision – put the resources in to these, external factors, Covid legacy
- Time, the white paper and where will the sector sit, post Covid landscape, health and wellbeing staff and students, remaining relevant
- Physical v virtual time for Board members, so many change management programmes, curriculum delivery face to face versus online and getting the right mix, interesting year with outcomes and delivery, exam positioning, maintaining delivery, preparation for Ofsted.

With reference to the Board skills matrix and the strategic plan do you feel that there any potential skills or knowledge gaps in terms of the Board make-up and how might these be addressed, say via training or Board member recruitment:

- Education specific experience would be useful, secondary school, training organisation or University. Have strengthened education but is there more scope for this. Quite business oriented, consider a headteacher potentially, Technical/professional skills v context (FE/HE), ethnicity, diversity, demographic,
- Agreed that formal buddying was a good step forward. Has been hampered by Covid.
- New/recent Governors expressed a desire to learn more about items finalised before they joined, ie Aviva and KSA, as additional background will help them contribute. Weren't any horizontals that have red across the board so no obvious gaps. Diversity and ethnicity discussed.
- HE, International, Training for newer Governors.

How might Board meetings be improved to facilitate greater engagement/interaction between Board members and non-Board members/ELT/SLT and to enhance Board member contribution and create even greater value for those charged with delivering strategy, etc?

- Good news stories not just challenges, more involvement outside meetings, link to one area of the College – could be rotated, advantages of professional debate – can we do more to stimulate that. Free up time for more discussion.
- Balance of time on which topic – do we spend too much time on minutes? Could they be signed off beforehand

What in your mind would make an Extraordinary Board look like and what do you feel we need to do?

- Passion, innovation, challenges, openness, awareness of risk appetite.
- Cognitive diversity. Continually challenge the composition to achieve this and attract talent with the correct mindset – knowledge, skills, engagement and enthusiasm needs to be high. Build stronger relationships as individuals now past Covid. Ensure sufficient check and challenge. Should we pay Board members. Time for full debate especially strategic direction especially for later agenda items

	<ul style="list-style-type: none"> • Deeper knowledge/context of organisation to build relationships, relationships between staff and students, engagement, staff recognise Board members, linked departments <p>Noted that Board, and particularly new members, haven't been able to immerse themselves in the organisation.</p> <p>Action: Tim Godson to meet with Daniel and/or Tom D for detail of Aviva</p>
7/21	<p>SAR TRAINING</p> <p>James Wadsworth, Head of Quality Improvement, attended the meeting to provide training on the Self-Assessment Review (SAR) process in advance of the Team SAR Reviews to be held w/c 4 October 2021 with Governor involvement.</p> <p>JW explained the 'why', 'how' and 'what' in relation to SARs taking place. It was highlighted that even if there wasn't Ofsted, OfS, QAA, ESFA, etc that SARs/QIPs would still be in place. The SAR is evidence based self-reflections of performance (judgement statements) which leads to Quality Improvement Planning and actions (QIPs).</p> <p>Example statements were provided and the following questions asked:</p> <p>What do you like and dislike about them? How would you improve them?</p> <p>There is a need to include enough data without being too wordy and ensure the evidence base is there. Strengths can still pull through into the QiP.</p> <p>The following were outlined:</p> <ul style="list-style-type: none"> • Judgement, Evidence, Impact • Position, Evidence, Explanation <p>The Whole College SAR Review takes place on 29 November, this will include Governor representation and External Peers.</p>
8/21	<p>DATE AND TIME OF NEXT MEETING</p> <p>Date and Time of Next Meeting: the next meeting will be held on Tuesday 2 November 2021 at 16.30 hours</p>

Confidential Item

The staff and student Governors left the meeting for a confidential item to be discussed.

The meeting finished at 13.00 hours.

Actions from the Board of Corporation Meeting held on Tuesday 28 September 2021

Item	Description	Action by	Target Date	Status/Note
6/21	TG to meet TD and/or DW	Clerk	Following meeting	