



**MINUTES OF A MEETING OF THE LINCOLN COLLEGE BOARD OF CORPORATION –
HELD AT LINCOLN COLLEGE ON TUESDAY 29 SEPTEMBER 2020**

Present:	James Pinchbeck Haydn Beeken Ian Billyard Philippa Bratby Tim Calvert Heather Fluck Gary Headland Natalie Heap Nick Lyons Mark Platts Daniel Wilkinson	Chair Vice Chair and Chair of Performance and Quality Staff Governor Chair of Remuneration and Appraisal Staff Governor CEO Vice Chair and Chair of Finance Committee
In Attendance:	Sarah Adams	Clerk to the Board of Corporation
For Strategy Session only:	Tom Dannatt James Foster Graham Harrison Mark Locking Tom Marsden Jacqui Varlow	Group Director of Finance and Commercial Managing Director (International and Commercial) Group Director of IS, IM and Projects Managing Director (Education and Training Delivery) Group Director of Strategic Growth Group Director of HR and SSS
Apologies:	Tim Godson Neil Everatt Dean Graham	Chair of Audit Committee Chair of Search, Training and Development

1/20 APOLOGIES FOR ABSENCE

Apologies were received from Tim Godson, Neil Everatt, and Dean Graham.

2/20 MINUTES OF THE MEETING HELD ON 28 JULY 2020

The minutes of the meeting of 28 July 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.

3/20 MATTERS ARISING AND NOTIFICATION OF URGENT BUSINESS

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

4/20 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.

5/20 ELECTION OF CHAIR AND VICE CHAIR(S)

The Clerk reported that 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.

At the July meeting James Pinchbeck's term of office had been extended for a maximum of three years, subject to annual election. Mr Pinchbeck agreed to re-stand as Chair and this was fully supported by all members. Mr Pinchbeck was duly appointed Chair of Corporation for the academic year 2020/21.

Haydn Beeken and Nick Lyons had both agreed to stand as Vice Chairs at the review meetings in July. Mr Beeken and Mr Lyons were nominated and this was fully supported by all members. Mr Beeken and Mr Lyons were duly appointed Vice Chairs for the academic year 2020/21.

6/20 DETERMINED TO GOVERN

The Determined to Govern initiative was launched for the 2019/20 academic year. As part of this a number of Board members completed the IoD Role of the Director and Board training in January 2020 and the independent members also undertook the Clifton Strengths Assessment at the end of July 2020.

Annual Governor reviews took place in July 2020 resulting in the conclusion that governance had moved on during the year with increased check and challenge and knowledge of the business. A Board Effectiveness review had been completed as part of the annual governor reviews, resulting in scores of mainly excellent or good. Where lower scores were received this was often relating to newer Board members who haven't yet had the length of experience of engagement with the Board to have full understanding. The individual sessions were very worthwhile and candid feedback was recognised.

Following on from the reviews it was agreed to hold some informal engagement sessions rather than just formal meetings during the year and these will be arranged. Discussion had also taken place on setting Committee objectives for the year ahead including how we empower ourselves and potential areas to focus on.

The Chair outlined the items for discussion during the session including: Board Succession, Ofsted readiness, Understanding the business of the College, Board Development and Board Effectiveness and Renewing our Commitment for the year ahead.

Board Succession

The Chair reported that a recruitment exercise had been undertaken with 15 applications having been received. These are now being worked through with a focus on ensuring that appointments can be made to address diversity, inclusion and skills gaps, ie Audit Committee, understanding students, sectorial representation, ie Hospitality and Tourism, employer engagement, etc. Shortlisting will be completed this week and interviews will be arranged as soon as possible. This will ensure continuity going forward.

There is to be a focus on succession and training for members as they progress through the Board, ie to become a Committee or Board Chair. The pressures and demands on the sector and also on Board members were noted and the time that is needed to gain a full understanding of the sector and the College. The importance of induction and training to bring members up to speed and be effective as soon as possible was outlined.

The Chair of P&Q explained he would be coming to the end of his term of office in a couple of years and intended to identify and develop the next Chair and therefore have a year to hand over.

Consideration was given to whether there could be a rotation of members through P&Q Committee as this Committee gives a good insight into the business of the College. It was agreed that planned rotation would be very beneficial to, and a requirement of, all Board members.

The CEO explained he is on the LEP Board and that it has taken two years for him to learn the business. The LEP Board have introduced induction, mentoring and second phase induction, with the second phase at either 6, 9 or 12 months. It was agreed that during the first year of being a Governor that cross committee participation and engagement would be beneficial. It was also agreed that a follow up process would be valuable for all Governors as revisiting key pressure points, keeping up to date and reminders are very helpful.

Mentoring for new members was discussed and agreed as important. This will be progressed.

The process of bringing on future Chairs and Vice Chairs and supporting the knowledge transfer to the rest of the Board, particularly new members, was discussed and the role of supporting the Chair. Discussion took place on terms for recruitment, ie 3, 6 or 9 years with the first three being very much engaging in the environment and not being afraid to ask questions. The first three years would lead up to becoming a Vice Chair or Chair. It was suggested that new Governors could spend one year on each Committee to see which one is the best for their specific skills set.

Actions: mentoring to be arranged for new members, including briefing if any meetings are missed. The Clerk will match Governors. The experienced Governor will take the lead in the pairing to assist with knowledge gathering.

The intention for all Governors to undertake the IoD training for the Role of Director and Board was noted. The next module 'Strategy for Directors' is being discussed with IoD for delivery in spring 2021. The need for specific training for existing and future Chairs was also discussed.

Feedback from the Board included underestimating the time commitment required and it is important Governors are honest in relation to what their time commitment can be. Some members haven't been able to have the contact and engagement that they would have liked to have had. The Student Governor explained she is more aware of the commitment level going into this year and has been able to arrange clinics accordingly.

Inspection/Ofsted Readiness

Governor involvement is essential, together with an understanding of the business and the inspection framework. Discussion took place on the questions asked of Governors during the last inspection and the depth of knowledge required. The importance of ensuring Governors are prepared for involvement and equipped to contribute in the inspection process was noted and training and development will be arranged. The Vice Chair reporting on being much more confident in the second inspection and the importance of having been involved in sessions such as the SAR to gain background knowledge.

Determined to Govern, Determined to Lead and Determined to Teach was outlined and how crucial this is. It was explained that Ofsted are currently undertaking Covid inspections.

Discussion took place on learning walks and that both remote and online learning is currently taking place. The Academic Staff Governor welcomed Governors to join any of her lessons and it was confirmed that Governors should endeavour to join OODA walks, particularly in relation to blended learning. It was noted that the key issue is safeguarding.

Learning/OODA Walks are to be organised. These will cover face to face and remote sessions with support and training provided through the Quality Team. The Clerk will follow up and make arrangements.

It is expected there will be a QAA inspection prior to Ofsted

Annual Objectives – above cycle of business

The importance of setting objectives in addition to the cycle of business was discussed. For example, Finance looking at 'cost of delivery'. This may include succession planning. Forward agendas are very helpful, ie for 12 or 18 months. P&Q will be looking at new data and new learning walks but are open to suggestions as to what Board would like the Committee to look at.

Action: The Leadership of Governance meeting can discuss potential objectives, perhaps one strong objective for each Committee to consider.

It was agreed that reporting into the Board was better in the previous year and it was asked that the Committees look at the TLS objectives.

Action: Committees to look at the balanced scorecard for guidance on what objectives could be looked at by each Committee.

Action: Continue to enhance the reporting back to Board from Committees.

Action: Time to be arranged for Governors to meet and reflect on Board meetings - how this can be carried out needs consideration.

Action: Board to meet informally on occasion.

Action: Chairs to meet informally.

Action: Leadership of Governance meetings to continue.

Action: Build on the Clifton Strengths and how this can be used to make a more effective Board.

Action: consider half hour drop in sessions for Governors for informal updating and sharing.

The format of Board meetings should also be considered and how to enhance communication outside Board meetings. Non-attendance should not mean non-engagement.

Appraisal and Board Effectiveness

This will be looked at later in the year to see if this can be updated/developed, together with a training needs analysis for the Board.

The use of Workplace and how easy and effective this is and other ways that it can be used, ie large videos share, perhaps recorded meetings, was discussed.

Commitment for 2020/21

As members of the Board:

- We will strive to attend every meeting of the Board of Corporation, either in person or by conference call, prioritising our Board responsibilities as highly as possible.
- Equally, we will strive to attend every meeting of any Committee of the Board of Corporation of which we are a member, either in person or by conference call, prioritising our Board Committee responsibilities as highly as possible.
- We will attend at least one meeting per year as an observer at a Committee of which we are not a member.
- We will attend at least one College related event per year, this may be Graduation, Awards or an official presentation etc.

- We will undertake at least one learning walk (OODA walk) per year.
- We will undertake to participate in the SAR.
- We will endeavour to 'pay it forward', (ie, engage directly with students to share our knowledge and experience) at least once per year.
- We will seek to engage in and support the continued development and effectiveness of the Board.
- We will engage in the Board of Corporation site on Workplace to discuss and debate information shared with us and introduce our own thoughts and ideas about our contribution to our local communities through further and higher education and skills.

7/20 STRATEGY FOR 2020/21 – INFORMAL NOTES TAKEN

The following members of ELT joined the meeting:

Mark Locking	James Foster	Tom Dannatt
Tom Marsden	Jacqui Varlow	Graham Harrison

The CEO introduced the session to consider and agree the strategy for 2020/21.

The Four Cornerstones were highlighted as:

- The capability, capacity and wellbeing of our people
- The quality and relevance of our education provision
- The contribution from UK commercial and international activities
- Ensuring that the use of information, finances and estate enables great learning

Each cornerstone and linked strategic objectives were considered in detail.

Informal notes were taken of the Strategy Session.

The Board welcomed the document circulated which it had found to be very thorough, helpful and providing a lot of useful background.

The strategy put forward was commended to the Board for adoption and approval.

The Board approved the Strategy Document as put forward and discussed during the session.

The Board thanked the CEO and ELT for the input to the Session.

8/20 URGENT BUSINESS

There was no urgent business discussed.

9/20 DATE AND TIME OF NEXT MEETING

The next meeting will be held on Tuesday 3 November 2020 at 4.30pm

The meeting closed at 17.56 hours.

Signed:

Date:

Action List
Actions from the Board of Corporation Meeting held on
Tuesday 29 September 2020

Item Number	Description	Action by	Target Date	Status/Note
6/20	Mentoring to be arranged for new Board members	Clerk	At induction	
	Leadership of Governance meetings to discuss objectives	Chairs	Next LoG meeting	
	Committees to use scorecard to set objectives	Committee Chairs	At relevant meeting	
	Time for reflection on meetings to be scheduled	Chair/Clerk	For future meetings	
	Informal meetings to be arranged	Chair/Clerk	Following meeting	
	Chairs to meet informally	Chair/Clerk	Following meeting	
	Consider half day drop in Sessions	Chair/Clerk	Following meeting	