



**MINUTES OF A MEETING OF THE LINCOLN COLLEGE BOARD OF CORPORATION – HELD BY MS TEAMS ON TUESDAY 3 NOVEMBER 2020**

<b>Present:</b>	James Pinchbeck Haydn Beeken Philippa Bratby Tim Calvert Amy Conyard Neil Everatt Heather Fluck Lucy Goodier Dean Graham Tim Godson Gary Headland Natalie Heap Nick Lyons Mark Platts Peter Price Charlotte Watson	Chair Vice Chair and Chair of Performance and Quality Staff Governor Chair of Remuneration and Appraisal  Staff Governor  Chair of Search, Training and Development and HE Chair of Audit Committee CEO Student Governor Vice Chair and Chair of Finance Committee
<b>In Attendance:</b>	Sarah Adams Tom Dannatt James Foster Graham Harrison Mark Locking Tom Marsden Jacqui Varlow	Clerk to the Board of Corporation 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
<b>Apologies:</b>	Tom McKenzie Daniel Wilkinson	

**10/20 APOLOGIES FOR ABSENCE**

Apologies were received from Tom McKenzie and Daniel Wilkinson.

The Chair welcomed the new Board members to the meeting. He asked the new Governors to introduce themselves. The Board members and Executive Leadership Team also introduced themselves and outlined their position on the Board or within the College respectively and also their backgrounds.

The Chair asked that when papers are presented that a brief overview of the reason behind the paper is given.

It was explained that a committee structure is used and therefore the minutes of the Committees that have delegated responsibility are presented and the opportunity given for questions.

No declarations of interest were made.

## 11/20 MINUTES OF THE CORPORATION AND COMMITTEE MEETINGS

### Board of Corporation – 29 September 2020

The minutes of the meeting of 29 September 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.

### Appraisal and Remuneration Committee – 6 October 2020

The Chair of the Committee explained that the appraisals of the Senior Post Holders had been completed in line with required deadlines. It was reported that an item for confidential discussion was to be raised at the end of the meeting when the staff and student Governors would be asked to leave the meeting.

### Finance Committee – 15 October 2020

The minutes of the Finance Committee held on 15 October 2020 had been circulated. The Chair highlighted the following:

- P12 accounts to 31 July 2020 had been considered. It was noted that the outcome was close to budget
- A good level of EBITDA and surplus had been achieved
- The Financial Health score was outlined as Outstanding
- The taxation issues being worked through currently were outlined
- Procedural matters were discussed
- The financial position of the sector as a whole was explained

### Audit Committee – 20 October 2020

The minutes of the Audit Committee held on 20 October 2020 had been circulated. The Chair highlighted the following:

- External audit has now commenced
- Filing deadlines has been moved back to 31 January 2021 in light of Covid
- Terms of Reference were considered and the Committee agreed that Fraud, Regularity and Whistleblowing are to be added to the standing agenda items
- The Schedule of Audit Recommendations was discussed
- Three internal audits had been carried out since the previous meeting and this work had been completed remotely including Disaster Recovery, Staff Utilisation and Subcontracting
- Internal Audit for 2019/20 had been considered by the Committee and it was explained that full assurance had been given
- The Internal Audit plan for 2020/21 was discussed and it was suggested the student experience is added to this in light of the current pandemic
- Risk Management and GDPR Reports had been received and these are included on the agenda

### Search Committee – 20 October 2020

The minutes of the Search Committee held on 20 October 2020 had been circulated. The Chair highlighted the following:

- Appointment of new members
- New Governors to be on a one-year probation period to allow the opportunity for a review at this point, both for Governors and the Board

- Search, Training and Development Committee are to hold four meetings a year as part of the induction for new Board members
- A buddy system is to be introduced for new Board members with an existing longer standing Board member
- New Governors have also joined Committees in pairs to enhance support

The Chair was thanked for his support over the summer during the recruitment process.

#### Performance and Quality – 21 October 2020

The minutes of the Performance and Quality Committee held on 21 October 2020 had been circulated. The Chair highlighted the following:

- Delayed achievement data due to Covid which is still being finalised
- A steady growth over the last four years and an improvement in Ofsted rating over this time
- Classroom based achievement had been considered and the positive delivery of courses by the staff which is continuing
- Apprentices remain a challenge. Contracting out has been brought back into College as a whole which is showing good results
- The Committee are pleased with the progress made
- Employer engagement and the importance of this was outlined
- HE had been considered and this is also considered at the HE Committee
- Targets are being set for 2020/21
- There is a big change to how the College delivers learning
- More regular short student surveys are being carried out to help inform developments
- OODA walks were explained and these are to commence virtually next week
- Feedback from these walks will be discussed at P&Q meetings
- Maintaining quality of delivery during these difficult times and how this is monitored and measured was discussed
- Clerk to advise the Chair of those doing walks so that Chair of P&Q can brief prior to the OODA Walks taking place

**Action: Clerk to inform the Chair of P&Q of OODA Walk attendees**

#### **12/20 MATTERS ARISING AND NOTIFICATION OF URGENT BUSINESS**

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

#### **13/20 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.

#### **14/20 LINCOLN COLLEGE GROUP BALANCED SCORECARD AND STRATEGIC RISK REGISTER**

The CEO outlined the College Strategic Plan, the Four Cornerstones and the objectives that sit below these. The scorecard presented is used for ELT, reporting to the Board and also as part of annual appraisals. The Scorecard and Risk Register are reported by exception and questions were welcomed.

It was asked that the Committee Chairs use the document to assist in setting objectives for their meetings during the year.

## 15/20 PROPERTY STRATEGY

The DG(F&C) gave a presentation outlining the key items on the Property Strategy. The presentation will be circulated following the meeting and a link to the full document pack provided via Workplace for the Board to view.

### **Action: Presentation to be circulated and link to full strategy shared on Workplace**

The aims of the strategy were outlined including: improving the experience for students, staff and stakeholders; investigating rationalising space, reducing running costs and opening up more commercial opportunities; implementation of projects; engagement with One Public Estate; five-year capital programme and accessing additional funding. The current, planned and pipeline projects were outlined.

The areas for consideration of Functionality, Condition and Utilisation were explained and the size of the buildings and facilities available, ie classrooms, offices, parking, toilet facilities, etc. The capacity of the three UK Campus sites is 47,000m<sup>2</sup> spread over 24 buildings.

It was noted that the Examinations Centre is now part of the expansion of Construction provision. The gradings for functionality and condition were explained for each building. The utilisation was outlined and the need to consider the post Covid landscape. Utilisation across the sector is c.40% and the reasons for this were explained. In October 2019 utilisation was 51% at Lincoln which is on benchmark, 31% at Newark and only 15% at Gainsborough.

The Board were asked to consider the figures provided and the information put forward, particularly in respect of Newark and Gainsborough. Questions were welcomed. Discussion took place on the politics of the campus sites and whether the needs of the local communities can be met. The offer of provision and sustainability was outlined and the impact of the move to blended learning. It was explained that many young people are more than happy to travel to access the programmes they need. Alternative uses and different types of provision are being explored locally in Gainsborough. The IASTI at Newark was outlined which is a major capital project.

### **The strategic intent of the Property Strategy was approved by the Board.**

## 16/20 SAFEGUARDING ANNUAL REPORT 2019/20

[Charlotte McHugh joined the meeting]

The annual report was introduced. It was noted that safeguarding is classed as either effective or not effective and is a limiting grade in respect of Ofsted.

It was explained that sadly two students had lost their lives due to suicide recently. The College has joined the Suicide Prevention Steering Group on which Charlotte McHugh is the representative for the College. Information on this will be circulated.

### **Action: Information on Suicide Prevention Steering Group to be circulated**

It was asked if the change of delivery has given rise to any change in the numbers of safeguarding issues. It was confirmed that initially there was a decrease but this is now starting to rise again which may be due to more students returning to College onsite. This may be due to the accessibility of staff as students are more comfortable raising issues face to face.

It was explained that there are level 3 Mental Health Coordinators available in the College and it was asked if the profile of this provision can be raised. The investment in mental health training was explained but this is currently delayed.

It was asked if staff can have lanyards or something visible to identify those who are trained in Mental Health and it was agreed this will be followed up. The Safeguarding Governors are to meet with the staff in College on a quarterly basis to keep up to date.

**Action: JV to follow up on identifiers for Mental Health Coordinators**

The steps in place to support students was outlined and the regular contact, specifically for vulnerable students. It was explained that the increase in blended/online learning means there are different requirements which need to be in place. It was explained that one inhibitor is that students often don't have their cameras turned on and the reasons for this were explained. There is a clear expectation that staff cameras are turned on and students are being encouraged to use their cameras to assist in engagement but it is recognised there are certain circumstances where this is not possible.

Charlotte McHugh was thanked for her report and the work of her team.

**17/20 SAFEGUARDING UPDATE RELATING TO COVID**

This was covered as part of the discussion in the previous agenda item.

**18/20 RISK MANAGEMENT ANNUAL REPORT 2019/20**

The Risk Management Annual Report had been discussed at Audit Committee and the Board were asked to note the contents and recommendations included.

**The Board noted the report**

**19/20 GDPR ANNUAL REPORT 2019/20**

The annual report had been circulated and was taken as read. The Clerk highlighted the following:

- A number of breaches related to the use of emails. Guidance has been issued via Workplace on how to avoid such issues
- The introduction of multi-factor authentication has greatly reduced incidents of hacking
- A response has been received from the Lincolnshire Police Cyber Crime Unit. They were unable to establish the email addresses used by the offender due to the use of a VPN. In respect of the bank account they were able to identify the registered person but it appears they are not linked to the account and it had been set up without their knowledge. They have been issued with a cease and desist letter to make them aware this has been recorded by the Police and this has been shared with other force areas and action fraud.
- The GDPR Group continue to meet to monitor breaches, of which there have been 8 already so far, which is a concern but it is positive that staff are reporting these
- Completion of training stands at 80% and staff are being followed up with

The Group Director of IS, IM and Projects explained there have been up to 10k fishing attempts per month which has been a big increase.

## **20/20 SEARCH COMMITTEE – RECOMMENDATIONS TO BOARD**

Following the recent recruitment exercise the recommendations for appointment had been circulated electronically and were ratified by the Board on 23 October 2020. The Board were asked to formally record these decisions.

### **The Board formally recorded the appointment of new Governors**

In respect of current Governor appointments, the Board were asked to ratify the following:

- Ian Billyard to become a full Board member from 1 January 2021 with an initial term of 3 years
- A second term of office of 3 years for Tim Calvert
- A second term of office of 3 years for Daniel Wilkinson
- A third term of office of 19 months for Nick Lyons.

### **The Board ratified the appointments as outlined**

## **21/20 GOVERNANCE REPORT**

The report had been circulated and was taken as read. The Clerk highlighted the following points:

- No changes to the Instruments and articles
- The standing orders had been amended to reflect the I&A changes approved at Board in March
- The Terms of Reference for the Audit committee had been updated to incorporate the new Audit Code of practice. There have been no significant changes this year just minor alterations to wording
- Confidential minutes were considered. It was agreed that all would remain confidential
- The Training and Events log had been circulated. The Clerk explained that there were some additions due to attendance at things such as the Construction College opening and asked that when Governors attend events they inform her of this
- Now Student Councils have commenced it is hoped student representatives for FE and apprenticeships can be identified as soon as possible
- The Committee Structure will be updated now new appointments have been made and the Clerk will send calendar invites accordingly

## **22/20 ANALYSIS OF GOVERNOR SKILLS AUDIT AND DETERMINED TO GOVERN**

The Clerk had carried out a review of the annual skills audit returned and highlighted the areas of potential gaps. It was explained that the skills of the newly appointed governors would now be added to the records. It was asked that the Clerk follow up with the Chair of Performance and Quality Committee and his assessment in relation to education.

**Action: Clerk to follow up with Chair of P&Q**

## **23/20 URGENT BUSINESS**

There was no urgent business discussed.

## **24/20 DATE AND TIME OF NEXT MEETING**

The next meeting will be held on Tuesday 15 December 2020 at 4.30pm

The meeting closed at 19.01 hours.

Signed: .....

Date: .....

**Action List**  
**Actions from the Board of Corporation Meeting held on**  
**Tuesday 3 November 2020**

<b>Item Number</b>	<b>Description</b>	<b>Action by</b>	<b>Target Date</b>	<b>Status/Note</b>
11/20	Chair of P&Q to be informed of OODA Walk attendees	Clerk	Following meeting	Complete
15/20	Property Strategy presentation to be circulated and link to full strategy shared on Workplace	Clerk GD(F&C)	Following meeting	Complete
16/20	Information on Suicide Prevention Steering Group to be circulated	Head of Student Services	Following meeting	
	Identifiers for Mental Health Coordinators to be followed up	GD(HR&SSS)	Following meeting	
22/20	Skills Audit return to be followed up with Chair of P&Q	Clerk	Following meeting	