



MINUTES OF A MEETING OF THE LINCOLN COLLEGE BOARD OF CORPORATION HELD AT NEWARK COLLEGE ON TUESDAY 19 MARCH 2024 AT 17.00 HOURS

Present:	Ian Billyard Amy Conyard Mark Locking Mark Platts Tim Godson Farhan Ahmed Ellie Denton Pat Doody Chris Jones Ashok Kumar Tom McKenzie Paul Milner Evie Sadler Charlotte Watson Kerrin Wilson	Chair Principal and CEO Chair of Finance Committee and Vice Chair Chair of Audit Student Governor Student Governor
In Attendance:	Sarah Adams James Foster Jo Lynch Tom Marsden Jacqui Varlow Matt Vaughan Margaret Serna	Governance Officer Managing Director (International and Commercial) Chief Finance and Compliance Officer Chief Strategy and Transformation Officer Chief People Officer Deputy Principal Chair of LCI Board
Apologies:	Peter Price Lucy Goodier Jim Newall Graham Harrison	Group Director of Marketing and Communications Chief Information Officer

48/23	APOLOGIES FOR ABSENCE Apologies were received from Lucy Goodier, Peter Price, Jim Newall and Graham Harrison. The Governance Officer explained that Katrina Knoll had resigned from her position as Business Support Staff Governor and therefore an election would be required to replace her. The Board formally thanked Katrina Knoll for her input and contribution during her time on the Board as Business Support Staff Governor. The Board had undertaken a tour of the ASI building prior to the meeting and Tom Marsden was thanked. It was suggested that a future Board meeting is held at the ASI which could also include the flight simulator.
49/23	ELIGIBILITY, QUORUM AND DECLARATIONS OF INTEREST It was reported by the Governance Officer that notice of the meeting had been given and that a quorum was present. Accordingly, the meeting was declared open. The Governors were asked to raise any declarations if these became apparent during, or after, the meeting. No declarations were made.

Board of Corporation – 23 January 2024

The minutes of the meeting held on 23 January 2024 had been circulated. The minutes were agreed as a true and accurate record and were signed by the Chair accordingly. The Governance Officer reported that both Chris Jones and Margaret Serna had been unable to join the meeting due to the technical difficulties with Teams in the Gibney Building and therefore their apologies had been noted.

The actions were reported:

42/23 – student numbers from funding presentation to be circulated – GH

Action: student numbers to be circulated

It was reported that an initial meeting had been held in relation to a Governor dashboard that is being developed.

Audit and Risk Committee – 5 March 2024

The Audit and Risk Committee had met on 5 March 2024 and the minutes had been circulated. The Chair of the Committee provided an overview of the items discussed including:

- Audit recommendations – including four new recommendations as a result of HR and GDPR audits – both reports received strong assurance. Eleven items were removed
- Risk register – risk 7 (apprenticeships) movement to be updated
- Audit arrangements for 2024/25 for both external and internal audit

Finance Committee – 12 March 2024

The Finance Committee had met on 12 March 2024. It was reported that a Highlights Report is to be developed for the Board. The Chair of the Committee provided an overview of the items discussed including:

- The Finance team and current pressures due to staff turnover, but noting there was a clear plan in place including appointments of temporary staff and secondments.
- Q2 management accounts to 31 January. Forecast £2.5m deficit.
- Reserves. JL has been asked to carry out a review of the long-term finance arrangement as it was noted that reserves have been reduced since it was taken out. A report will be brought to Finance Committee to ensure the position is clear.
- Management accounts will be circulated on a monthly basis.
- Work is being carried out on the Group position and a review has been completed looking back over the last ten years. This also links to changing the structure to enable funds to move between the Group.
- It was explained that the long-term finance arrangement had been used to pay off other debts, ie NatWest loan and rolling credit agreement, together with carrying out estate maintenance and capital investment.
- It was explained a “reserve” had previously been put aside for investment pre-MPM.
- It was explained that a number of facilities are no longer available due to the reclassification of Colleges.
- This year the College has a forecast positive EBITDA. There is also a management fee from LCI. It was suggested that figures are produced to show the movement for LC and Group. It was explained this is already being worked on for the last ten years as above.

- Agreement needs to be reached on what the reserves policy overall should be. It was highlighted that there is a need to show requirements for the future.
- A change in mindset is required due to the move to oversight by DfE and this will be part of the Strategy Day to be held in May.
- Discussion highlighted the need for a dashboard.
- Policies including Financial Statements, Gifts and Hospitality and Procurement and Tendering had been reviewed.

Higher Education Committee – 6 March 2024

The Higher Education Committee had met on 6 March 2024 and the minutes had been circulated. The Chair provided an overview of discussion including:

- The new Assistant Principal for HE had taken up post
- HE Portfolio plans
- Compliance with OfS conditions
- HE Student Council Themes
- HE strategy is being developed

Performance and Quality Committee – 28 February 2024

The Performance and Quality Committee had met on 28 February 2024. The meeting had included:

- QIAP
- The Ofsted report – which has now been published
- Deep dives today and tomorrow – A levels
- Student figures included in the Equality, Diversity and Inclusion Annual Report.

Remuneration and People Committee – 11 March 2024

The Remuneration and People Committee had met on 11 March 2024. The main item on the agenda was the Equality, Diversity and Inclusion Annual Report in relation to the staff figures.

51/23	<p>MATTERS ARISING AND NOTIFICATION OF URGENT BUSINESS</p> <p>There were no matters arising of notification of urgent business. The Chair explained that there was an item of confidential business to be considered at the end of the meeting.</p>
52/23	<p>PRINCIPAL AND CEO REPORT</p> <p>The Principal and CEO's report had been circulated and was taken as read.</p> <p>Key areas were highlighted:</p> <p>Ofsted inspection – exceptionally well led by Matt Vaughan and Julie Sullivan. There were some outstanding performances and overall a great team effort. A thank you celebratory event is being held for all staff at The Drill. The inspection had been very smooth and a strong grade two with strong for Skills.</p> <p>IB highlighted this had borne out the areas for improvement. MP thanked MV for the training session and support provided for the Board. It was highlighted that strong for skills was a great achievement and Tom Marsden was thanked for leading in this area. There will be a press release now the report has been published. The focus of moving all provision to good or better was highlighted.</p>

Students and student behaviour were both noted by Ofsted as positive. Attendance still needs improving but it was noted that this a national problem and feeds through from schools. Tom McKenzie asked if there were fines for non-attendance and it was explained this was not the same as in schools. Discussion took place on the reasons for low attendance. It is crucial to encourage students to attend, particularly noting they are often not keen on coming to English and maths for example resulting in exam failure. Current overall attendance figure is 85% which is better than in many schools. The importance of skills conversations with employers was highlighted. CJ asked if there was an impact on the student body of the good result. ES felt it was more important for parents than the students. ES asked if schools are visited and this was confirmed. ES and ED overall felt the result wouldn't have any impact for the students. Key is that it provides funding bodies with the assurance that the College is on the right path.

The backdated contract in KSA had been signed.

TMk asked if there were any links with Etihad or similar. JF explained relationships with Leonardo, BAE and a number of other defence organisations being linked with. There are also synergies with Aramco, Siemens, etc that can be tapped into with a need to maximise links through both ASI and ADI.

It was explained that ADI is the first college which is co-educational with both male and female students. There were over 40,000 applicants to the ADI. It was suggested there could be a video tour arranged of the ADI for the Board and this was agreed.

Action: video tour of ADI to be put together

The capacity at ADI is large but needs to be built up slowly to ensure there is the teaching capacity. TMk asked about NEOM and JF explained there are links and LCI is engaging in a number of areas including tourism, hospitality, etc.

A NHS opportunity was highlighted linked to the new integrated care system. A visioning session had been held with all three Trusts across Lincolnshire including Chief Execs, Chairs and COOs. This is being led by the College and supported by the University with all colleges and universities in the traditional LCC border involved. There is progress being made and this would be the first joint collaborative provision with the main colleges in the County. AK also reported on a meeting attended which was very positive.

It was asked how the GCSE mocks had gone. MV responded not as well as had hoped but key was to show the tutors the importance that is being placed on English and maths. There had been 82% attendance. The mocks were more about honing behaviours to build the right practices and build resilience rather than the results. Over 1000 sat each of the mocks. PM asked if the curriculum delivery was complete. It was explained there are revision sessions being put on and homework clubs. Formal teaching finishes at Easter but vocational areas continue. In some cases, there may be vocational students who complete but don't come back to finish English and maths. Additional hours of English and maths is required to be taught from next academic year which will be a challenge, particularly due to the numbers of teaching staff required. Key is innovative teaching rather than sitting in traditional classes. AC asked if there was any correlation between mocks and exams. It was explained mock results are very often lower.

It was noted that the University is going through voluntary severance currently and there may be some staff movement. Language training provision is moving over to the College.

[MS left the meeting]

	<p>TMk asked about the Nuclear Fusion Skills Academy. It was explained this is a few years away. A consortium is being put together with different councils, colleges and universities which is to be developed at the West Burton site. TMk asked if Rolls Royce had been engaged with and if there was any correlation. It was explained this was in a different part of the country and currently the skills requirements are unknown.</p>
<p>53/23</p>	<p>LCG STRATEGIC RISK REGISTER</p> <p>The LCG Strategic Risk Register had been circulated and was taken as read. There were two risks highlighted for removal with the approval of the Board.</p> <p>CJ raised the following questions:</p> <ul style="list-style-type: none"> • Risk 3 is red and red but moves to amber. It was explained there was not an increased risk in staff we need to recruit and staff have not been lost in those areas skills are required. The pay rise will have helped. Some colleges have shut provision but this has not been the case. Recruitment of the right level of staff for the ASI was highlighted. JV explained the People Plan and workforce planning with an individual approach looking at needs, succession planning, etc. Other mitigations include health and wellbeing etc. • Risk 11 Financial health – is this covering the all round financial health of college was queried. It was explained this relates specifically to the Financial Health Grade of RI for this year and the ability to move to Good. It may be that this year the outcome moves to Outstanding. It was explained that LCI is separated out. • Risk 12 capital – this was discussed at Finance Committee. There is a session next week on budget setting. It was agreed that the mitigations would be reviewed and updated <p>Agreed: Risks 2 and 15 to be removed Action: review risk 12 (capital) and mitigations particularly</p> <p>Risk 9 Regulatory Visits was also proposed for removal now that Ofsted have completed their inspection. It was agreed to highlight this risk as green for approval for removal at the next meeting.</p> <p>Action: Regulatory Visits to be highlighted for removal at the next meeting</p>
<p>54/23</p>	<p>EQUALITY, DIVERSITY AND INCLUSION ANNUAL REPORT 2022/23</p> <p>The Equality, Diversity and Inclusion Annual Report for 2022/23 had been circulated and was taken as read. The report had been scrutinised by the Performance and Quality in respect of the student data and by the Remuneration and People Committee in respect of the staff data.</p> <p>KW explained that she had fed some suggestions in and these will be added to the report prior to publication. It was also asked if actual figures could be added to the dismissal figures on page 30.</p> <p>Action: add actual staff figures to dismissal section</p> <p>CJ noted that the equality objectives run out at the end of March 2024. It was explained that the new objectives had been discussed in detail at Remuneration and People Committee and these will be published for the period April 2024 to March 2028.</p> <p>PM highlighted that the gender split appeared to be different to national averages and asked if this was an area of focus.</p>

	<p>It was explained there are two different authors to the report but because this is a statutory report it is combined for ease of reference. It was explained that student objectives will appear in the new objectives, ie improving achievement for students with mental health issues and also looked after children.</p> <p>The Board noted the aging staff cohort which had been discussed at some length in Remuneration and People Committee. Risk areas and key personnel are being identified. This links to workforce and succession planning. It was highlighted that DfE advertising is targeted to part time teaching but there are a very low number of part time staff. There are some initiatives in place including increased pay grades and the Taking Teaching Further project. MV also highlighted the possibility of attracting retiring NHS staff who may be able to teach part time, one area is linked to diagnostics.</p> <p>It was asked for any other questions to be passed to SA and they will be answered and included in the minutes.</p> <p>Action: feed in questions for inclusion in minutes</p>
55/23	<p>SUPRA STUDY PROGRAMMES</p> <p>A report had been circulated and was taken as read. It was explained that the previous Chair of the Board had asked for a review to be carried out. Currently these programmes only relate to ASI and Policing.</p> <p>It was asked for any other questions to be passed to SA and they will be answered and included in the minutes.</p> <p>Action: questions to be fed in for inclusion</p>
56/23	<p>POLICIES</p> <p>It was explained that Finance Committee had reviewed the amended policies at their recent meeting. The following was highlighted:</p> <p><u>Financial Regulations</u></p> <p>The main change was the additional of GLT authorised signatories and increasing approval levels.</p> <p>SA also highlighted further amendments that are required, including a change of title for the Clerk to Governance Officer. These will now be complete and the final regulations circulated.</p> <p>Action: Circulate final Financial Regulations</p> <p><u>Procurement and Tendering Policy</u></p> <p>This Policy had been amended and strengthened.</p> <p><u>Gifts and Hospitality Policy</u></p> <p>It was explained that responsibility has moved from the Executive Team to the Finance department and a form for completion has been added to the policy. It was asked if the register is public facing and it was confirmed it was not. For Chief Officer levels sometimes this does need publishing. It was asked that this is checked to ensure compliance.</p> <p>Action: publication of gifts and hospitality to be checked</p>

	<p>The wording of the Equality and Diversity Statement was queried and it was agreed that this should be updated. KW is to provide some wording for consideration.</p> <p>Action: wording for E&D statement to be provided</p> <p>It was noted that 3.5 mentions gifts for leaving and it was suggested that this reference is removed so that it is widened to 'all personal celebrations' and this was agreed.</p> <p>Action: wording to be amended</p>
57/23	<p>REVIEW OF RISK REGISTER</p> <p>It was agreed that a review of the reserves policy should be carried out.</p>
58/23	<p>URGENT BUSINESS</p> <p>No urgent business was discussed.</p>
59/23	<p>DATE AND TIME OF NEXT MEETING</p> <p>The next meeting will be held Tuesday 14 May 2024 and will be a Training Day.</p>

Staff and Students, including the Governance Officer and Principal left the meeting for a confidential item to be discussed.

The meeting finished at 1845 hours

Date:

Signed: