

MINUTES OF A MEETING OF THE LINCOLN COLLEGE BOARD OF CORPORATION HELD AT LINCOLN COLLEGE ON TUESDAY 16 MAY 2023 AT 08.45 HOURS

Present:	James Pinchbeck Haydn Beeken Ian Billyard Amy Conyard Tim Godson Lucy Goodier Simon Justice Katrina Knoll Mark Locking Nick Lyons Tom McKenzie James McLaren Mark Platts Lauren Rose Charlotte Watson	Chair Chair of Performance and Quality Chair of Audit Committee Staff Governor Staff Governor Principal and CEO Chair of Finance Committee Student Governor
In Attendance:	Sarah Adams Tom Dannatt Graham Harrison Jim Newall Tom Marsden Jacqui Varlow Kevin Williams Alex Thornton Becky Hamer	Clerk to the Board of Corporation Group Director of Finance and Commercial Group Director IT, IM and Projects Group Director of Marketing and Communications Group Director of Strategic Growth Group Director of HR&SSS Director of Planning and Performance Human Alchemy (agenda item 76 only) (item 72 only)
Apologies:	Tim Calvert James Foster Dean Graham Peter Price Hollie Tapper	Chair of Remuneration and Appraisal Committees Managing Director (International and Commercial) Chair of Search and HE Committees Student Governor

69/22	APOLOGIES FOR ABSENCE Apologies were received from Tim Calvert, Dean Graham, James Foster and Peter Price. Hollie Tapper Graham.
70/22	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. The Governors were asked to raise any declarations if these became apparent during, or after, the meeting. No declarations were made.

71/22	<p>ACCOUNTABILITY AGREEMENT</p> <p>A draft accountability agreement had been circulated and the background to the document was provided. The national priorities were explained.</p> <p>LSIPS are putting together local priorities and these are to be published at the end of May. The main focus for the Board is the objectives which outline what we intend to do over the next year and this will be part of the Annual Strategic Conversation.</p> <p>There are examples of other documents via a link for further background information.</p> <p>It was explained the document needs to be submitted at the end of May</p> <p>Discussion took place on the achievability of the targets. Following discussion, the Board approved the Accountability Agreement for submission</p> <p>Approved: The Board approved the Accountability Agreement for submission</p>
72/22	<p>RISK APPETITE STATEMENT</p> <p>[Becky Hamer joined the meeting]</p> <p>A survey had been circulated in advance. It was explained that ELT had already carried out this exercise and both results will be presented, noting this was the risk appetite of the Board.</p> <p>A presentation was given and it was explained that once this exercise has been completed all initiatives can be informed by the Risk Appetite and checked against the Risk Register.</p> <p>The results of Board and ELT were outlined and where these match or differ. It was felt that the Board would naturally be more cautious than ELT and therefore the results showed the right balance. Where the principal risks match was outlined: strategy, estates and people.</p> <p>The results for Governance were explained and specific numbers as compared to ELT, for example Board results was Limited Appetite and ELT was Modest. Following discussion, it was agreed this would be a Balanced Appetite. Financials was discussed and the Balanced result for Board and Modest for ELT. A Balanced Appetite was agreed. Commercial resulted in Modest for Board and High for ELT. Modest was agreed. Quality resulted in Modest for Board and Balanced for ELT. Discussion took place on being ambitious and aspirational and insights from the ACR and SAR process. Modest was agreed.</p> <p>Technology results were even across all levels and therefore gave no clear result. The ELT result was Balanced. Funding versus resources was considered and discussed and development depending on finances. IT links to the objective of the P&Q Committee were outlined. Significant discussion ensued. Balanced was agreed. There is perhaps a need to raise the understanding of technology in Board members. This needs to be brought back to Board including the Digital Learning Strategy.</p> <p>Action: Technology and Digital Learning Strategy to be considered by Board</p> <p>Information: Board had No Appetite and ELT Balanced. GDPR and other regulations need to be considered together with reputation. Constraints that may actually stop you running the organisation against the risk of leaking information was discussed. The link back to technology was highlighted. Limited was agreed.</p>

Curriculum: Modest Appetite from Board and High from ELT. Curriculum is being restructured and cost of delivery being maximised. How this matches to Quality was considered. Modest was agreed.

Reputational: Board results were 10 for Limited Appetite. ELT's result was Modest. The thinking behind the ELT result was explained. Examples were provided of areas which might damage reputation and where this had not actually been the outcome. Wording from minimise to manage was agreed. Key is the discussion and consideration of the Board rather than not allowing the risks and Limited was agreed.

International: Board result is balanced and ELT High. A Balanced approach was agreed.

A process will be carried out to see how the outcomes match to the Risk Register both operational and strategic. This will form a report to come back to ELT and Board.

Action: match to risk registers to be carried out and reported back to ELT and Board

Any business case for review should now have the matrix included to show where there is anything that varies from the agreed levels of appetite.

It was asked if new Governors could or should be recruited against this matrix. Timing for review will need to be agreed and it was felt that this should be carried out every two years.

[Tom Dannatt left the meeting]

[Simon Justice and James McLaren joined the meeting]

Action: Agreed to review every two years

[Ed Hollamby joined the meeting and was introduced]. It was explained that Ed would be carrying out the External Board Review.

Ed introduced himself and explained the process that would be undertaken.

73/22 KSA UPDATE – COMMERCIALLY SENSITIVE

A video was shown introduced by Margaret Serna (Chair of LCI Board). The video included presentations by Frank Hughes, General Manager, Dr Gavin Jenkins (ITQAN), Emma Fitzwilson (Qatif) and Dr James Morgan (T&H), the Deans of each College, and also Jamil Abdullah, MD of ITQAN.

Margaret gave more information on a student at the T&H and the international cooking competition where he had represented KSA and the medals he won.

James Foster is currently in KSA. MS gave an overview of the position of each of the Colleges and the potential new funding model. A draft contract has been received in relation to the new Defence Academy. A WRB and Extraordinary Board will be arranged for approval and sign off.

A potential student exchange with the UK is being discussed and a visit is expected from the CEO of CoE in July to progress this.

Human Capacity Development Fund (HCDF) may be the new funding model. Public/Private Sector partnerships were further discussed. There is one model in place for nursery school education currently. The potential impact on LCI was discussed. The longer term contract for the Defence College will assist with recruitment and retention of staff. The monthly funding will provide consistency and certainty.

	<p>The Board thanked MS for the presentation and detailed information on the current and future position.</p> <p>It was asked if the Risk Appetite result could be laid on top of the business case for the Defence College and this was agreed.</p> <p>Action: Risk Appetite result to be used with business case</p> <p>The Principal and CEO reported on recent meetings in relation to audit and going concern including the visit of the FE Commissioner.</p> <p>Discussion took place on other international work and what areas can be moved into. The work in China, Uzbekistan and potentially Vietnam was highlighted and possibly Ras Al-Khaimah (UAE). It was explained that some areas may fall under novel, contentious or repercussive and any other countries would need to be checked to ensure they fall within MPM.</p> <p>[MS left the meeting]</p>
<p>74/22</p>	<p>BOARD MEETING</p> <p><u>Equality, Diversity and Inclusivity Report 2021/22</u></p> <p>The report had been circulated. It was explained that this had been discussed in detail at the Remuneration and People Committee in relation to the staffing figures and will be considered next week by the Performance and Quality Committee in respect to the student figures.</p> <p>Discussion took place on the aging workforce. A workforce plan is being developed as part of the People Plan. Promotion of a 'part retirement' initiative for teaching staff was highlighted. Discussion took place on ethnicity data and it was explained the College has been at c.2% for a long time which was reflective of the region but this is now at c.4%.</p> <p>EDI objectives are set every four years and are due for refresh next year. The report is provided for information and Board awareness.</p> <p>The Board noted the report</p> <p><u>Principal and CEO Report</u></p> <p>The report was taken as read.</p> <p>ML reported on a positive recent visit from the FE Commissioner, Shelagh Legrave CBE, and Andrew Thomas from the DfE.</p> <p>The staff restructuring/reshape is currently in progress. It was explained that this had been difficult for some staff and that VR requests have been accepted. Consultation ends on 24 May 2023. The number of potential roles at risk was explained as c.30 with the potential for 13 to leave.</p> <p>There will also be staffing changes within ELT and it is hoped the whole process will be carried out with a minimum of compulsory redundancies and the new leadership team to be in place in September. The number of applicants for the Chief Finance and Compliance Officer post were reported.</p> <p>How staff morale has been impacted was queried. It was felt this is being managed well but that a leadership restructure will also impact.</p>

	<p>There have been two phases, firstly to realign with skills sectors and also make some savings, and secondly a measures exercise which will impact potentially c.10 posts. A genuine consultation had taken place and some of the potential suggestions had been taken on board.</p> <p>It was explained that AoC have refused to make a national pay recommendation and have passed this to Government.</p> <p>KK asked if those put at risk could apply for lower as well as higher roles. It was explained this is complicated and linked to appropriate alternatives due to the tiers. A number of Heads will move into more senior roles.</p> <p>SJ reported on the slow communication roll out initially and his work with a number of Heads and Leads. It is felt the reasoning is understood, the process needed to be done and the structure will be better when in place in September. KK reported the communication with support staff had been good. There have been a set of FAQs put together.</p> <p><u>Strategic Risk Register</u></p> <p>Some changes had been made to the risk register in relation to the restructure including morale and mitigations.</p> <p>The importance of extraordinary outcomes for learners was highlighted as much more important than an outstanding Ofsted.</p> <p>The Board asked for a summary note on the outcome of the restructuring once complete as there may be staff that are personally known to Board members.</p> <p>Action: summary of structure changes to be circulated once set</p> <p>The Board requested an update on how Human Alchemy is performing.</p> <p>Action: HA ‘deep dive’ to be carried out and reported back to Board</p> <p>The Board were reminded of the current recruitment process for new Board Members being undertaken and the information event being held at The Drill on Wednesday 31 May between 6 and 8pm.</p> <p>Action: email to be recirculated</p>
75/22	<p>TEAM BUILDING ACTIVITY</p> <p>Not carried out due to time constraints.</p> <p>[Graham Harrison joined the meeting] [Alex Thornton joined the meeting] [Jacqui Varlow left the meeting]</p>
76/22	<p>STRATEGIC THINKING AND DECISION MAKING</p> <p>Alex Thornton introduced herself and providing background on Human Alchemy. The question of ‘what is strategic thinking’ was asked and Board members discussed and input.</p> <p>Action: presentation to be circulated</p>

77/22	<p>DRAFT LINCOLN COLLEGE 'OUR PRIORITIES' FOR 2023/24</p> <p>The Principal and CEO gave a presentation. The five key priorities were highlighted and the position at 9 months through the year.</p> <p>E&M was highlighted as a key area. It was asked how this could be looked at differently and what could be done to make a difference.</p> <p>The Board carried out a Group exercise on the key priorities for 2023/24.</p> <p>The input of the Board will feed into an updated set of Priorities for 2023/24</p> <p>Action: Principal and CEO to circulate updated Priorities for 2023/24</p>
78/22	<p>DATE AND TIME OF NEXT MEETING</p> <p>Date and Time of Next Meeting: the next meeting will be held at 1600 hours on Tuesday 18 July 2023.</p>

The meeting finished at 1633 hours.

Date:

Signed:

Action List

Actions from the Board of Corporation held on 16 May 2023

Item Number	Description	Action by	Target Date	Status/Note
72/22	Technology and Digital Strategy to be considered	Deputy Principal	Autumn Term 2023	
	Risk Register match process to be completed	Becky Hamer	September 2023	
	Risk Appetite to be reviewed every two years	Becky Hamer	Spring 2025	
73/22	Risk Appetite results to be overlaid on Defence College business case	MD (I&C)	Extraordinary Board	
74/22	Structure changes to be circulated to Board	GD (HR&SSS)	Once complete	
	Human Alchemy Deep Dive to be completed	MD (I&C)	Autumn Finance Committee	
76/22	Presentation to be circulated	Clerk	With minutes	
77/22	Updated Priorities to be circulated	Principal and CEO	Once finalised	