



**MINUTES OF A MEETING OF THE LINCOLN COLLEGE BOARD OF CORPORATION
HELD AT LINCOLN COLLEGE ON TUESDAY 21 MARCH 2017 AT 16:30 HOURS**

Present:	Margaret Serna Richard Arbon Haydn Beeken Holly Burrige Nick Cudmore Heather Fluck Gary Headland Peter Horner Danielle Lister Nick Lyons James Pinchbeck Mark Speed Daniel Wilkinson Sam Yates	Chair Student President Chair of Performance and Quality Committee Student Governor (HE) Chair of Audit Staff Governor CEO Chair of International Development Committee Staff Governor
In Attendance:	Sarah Adams Tom Dannatt James Foster Graham Harrison Mark Locking Jacqui Varlow Martin Booth Becky Hamnett	Clerk to the Board of Corporation Director of Finance & Performance Managing Director (International & Commercial) Director of IT & Projects Managing Director (Education & Training Delivery) Director of Human Resources Director of Education and Training (for part of meeting) Head of Higher Education (for part of meeting)
Apologies:	Pat Doody Lewis Colver Dean Graham Jim Newall	Vice Chair Student Vice President Head of Marketing and Communications

27/16 APOLOGIES

Apologies for absence were received from Pat Doody, Lewis Colver, Dean Graham and Jim Newall.

28/16 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 made.

29/16 MINUTES OF THE CORPORATION AND COMMITTEE MEETINGS

Board of Corporation Meeting – 13 December 2016

The minutes of the meeting held on 13 December 2016 were considered. Clarification was required on two points and with these minor amendments the minutes were agreed as a true and accurate record. The amended minutes to be signed accordingly.

20/16 - A sub-group of the Board had been established and had subsequently held a meeting on 7 February 2017, following which the position of the Board had been communicated to Keith Batty, Chair of LCAT. It was noted that LCAT had requested the SLA ends on 31 March 2017 which had been agreed. However LCAT have subsequently asked for some services to continue. Tom Dannatt confirmed that such services will be charged accordingly. The date of transfer to WPT is still to be confirmed.

Performance and Quality Committee – 14 December 2016 and 7 February 2017

Haydn Beeken, as Chair of this Committee, gave an overview of the two meetings and highlighted progress to date. He advised of evidence of 'strong shoots' of progress and expressed a view that improved achievement is being tracked. Maths and English sessions are being included in learning walks and managers are undertaking classroom visits to review student attendance and associated action plans to encourage attendance. Hayden Beeken reminded the Board of the current vacancies on the committee and was advised of the recruitment activity by the Search Committee. It was also felt that short term ad hoc support could also be useful. It was felt more peer challenge and peer review would be helpful.

The MD(E&TD) reported that benchmarks have now been published and there were changes in national averages. The Apprenticeship national average has fallen however classroom based increased. This may be due to a number of Colleges making the decision to stop teaching functional skills. The CEO reported that Amanda Spielman (Ofsted Chief Inspector) had recently given her first address to the FE sector at an AoC Conference. She had reported on the dangers of chasing performance without looking at the broader context and putting students on courses without looking at their needs. It was reported as a positive speech for the FE sector and it marked a significant change from Ofsted that may result in a different style of inspection in due course.

The Board challenged if the required improvements were progressing at a sufficient pace and how could they be assured of the effectiveness of the changes implemented. It was explained that the recent visit by HMI Sharda had confirmed the right direction of travel which should give the right outcomes which was positive. It was noted there are still many challenges with English and Maths.

The involvement of the Committee and the Board as a whole attending meetings and working groups was noted as positive and Board members were encouraged to visit classes and participate in learning walks.

Extraordinary Board – 7 February 2017

The meeting had approved the recommendations put forward and delegated authority. The CEO reported that the SFA, EFA, LEPs and Local Authority representatives will attend the Federation of Greater Lincolnshire Colleges meetings as appropriate in future as part of Recommendation 9 and wider involvement.

Audit Committee – 7 March 2017

Nick Cudmore reported that the Committee had received a number of audit reports as recorded in the minutes and there were no significant issues to report to Board.

It was asked that where risks are noted that additional detail is included for information.

Decision: Detail to be included where risks noted in Audit Committee minutes.

Finance Committee – 14 March 2017

James Pinchbeck gave feedback on the Finance Committee. In particular it was explained that the information received from Tom Dannatt and the Finance Team was of the highest standard which resulted in a high quality meeting and he expressed the gratitude of the Committee. Financial documents received and considered by the Committee are split clearly into College, International and Group. The Mid-Year Treasury Report on Bank Covenants had been received and was informative and helpful. The Committee had discussed a number of items including financial strategy, payment of loans, repatriation of funds, investments, financial dashboards and the differences between costs and income in the UK and Internationally. It was noted that a full rewrite of the Financial Regulations is currently being completed. It was reported that a letter had been received from the SFA confirming a Financial Health Rating of Satisfactory but with provision that reports are to be provided on a monthly basis.

The Group Financial Dashboard had been circulated and was explained. The Committee have asked that national benchmarking is included going forwards.

International Development Committee – 15 March 2017

James Pinchbeck reported that the Committee had met last week and discussion had taken place on operations in KSA and China, together with potential new developments including potential to deliver vocational education in Qatar. The Committee however had reached the conclusion that the activity of the Committee (international and commercial) and particularly setting the strategy for the international business had now reached a natural conclusion. It was also felt that a lot of information was covered in other Committees and therefore there was some overlap and work being repeated. It was recommended to the Board that the Committee is dissolved and that International and Commercial items are picked up by a Task and Finish Group if required and that any information for Board is provided by a report from James Foster as Managing Director (International and Commercial).

Decision: The recommendation was approved by the Board and the Committee is to be dissolved.

30/16 MATTERS ARISING AND NOTIFICATION OF URGENT BUSINESS

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

31/16 CEO'S REPORT

The report was taken as read.

Discussed:

- 1 How the Strategy satisfies the needs of our stakeholders was considered and an exercise was undertaken, led by the CEO, on mapping these key stakeholders and identifying any potential gaps.

Discussion took place, including the suggested additions of: Employers, all Local Authorities (this may become more important should there be a Unitary Authority), Staff/Employees, International (KSA employers and the 2030 vision), China and Collaboration with the Grimsby Institute Group. Whether funding bodies should be split was discussed.

- 2 The increasing power level of students (from low to high) was considered linked to students having more input to shape the curriculum.
- 3 Following agreement of the Chair formal approval was sought and given by the Board for the CEO's visit to KSA to attend the HE Graduation.
- 4 The CEO and MD(I&C) had attended the HE Graduation of over 150 students at the TTC in Riyadh last week which had been very successful. This is a flagship College and the event was attended by The Governor of the TVTC, The British Ambassador to Saudi Arabia and the CEO of the Colleges of Excellence.
- 5 Contract negotiations are continuing for the TTC and it was explained that the relationship with the University of Hull is an important part of this. A meeting is being held on Thursday to formalise a partnership.
- 6 Greater Lincolnshire Apprenticeships is due to launch on 27 April 2017 linked to a visit by Robert Halfon MP, Minister of State for Skills. Invitations will be extended to the Board.
- 7 The new Chief Constable of Lincolnshire had made a visit to the College.
- 8 The results of the Annual Staff Survey were discussed. The percentage responses to 'feel fulfilled in their role' and 'long-term career option' were considered as it was felt these link together and generally a response of 75% or above is positive. It was noted that reward and recognition is increasing and the STEP Organisational Development (OD) work stream has a significant focus on this.
- 9 It was suggested that questions could be 'flipped' and instead of asking about 'long-term career option' should the question perhaps be 'have you considered alternative employment'? It was explained the questions had remained the same to allow a like to like comparison. It was noted that currently no targets have been set against the results. Responses had been received from 331 staff which equates to a third of the workplace, which was considered positive. Governors reported on better results, ie in the 80%, within their organisations and suggested that ways of increasing the number of respondees should be considered.
- 10 The STEP OD work stream was outlined and as part of this questions will be sent out one at a time to staff to enable the capture of qualitative data.

Decision: CEO to develop stakeholder mapping exercise.

32/16 MD (E&TD)'S REPORT

The report was taken as read.

Discussed:

- 1 It was noted the apprenticeship target is 70% not 71%.
- 2 It was noted that attendance at English and maths lessons has improved since January and Heather Fluck asked if there had been any actions in place linked to this. The MD(E&TD) reported that he had been holding individual meetings with students who had not been attending classes and issuing warnings. Vouchers have also been handed out in class to students who have been attending 100%. Lists of students are being worked through at tutor level and there is a concentrated focus to improve attendance.
- 3 The Ofsted monitoring visit letter had been circulated and was reported as positive. It was asked that the letter as a whole remains confidential as the specific messages to be given are being sent through Workplace and Roadshows.

- 4 It was noted that Ofsted Inspections since September 2016 have resulted in only 1% outstanding, 33% good, 48% requires improvement and 18% inadequate. It was felt this is wholly linked to English and maths.
- 5 Success stories were discussed. Particularly noted was the National RAF Whole Force Badge. This followed an approach by ISTAR at RAF Waddington to the ADCC.
- 6 Rachel Overton (Director of Student Services) achieved second place in the National Association for Managers of Student Services Inspirational Leader Award. It was highlighted that Rachel had been nominated for this by her staff and it was a great achievement following some difficult decision making as Director.
- 7 The achievements of a number of students were noted and Richard Arbon reported positively on the reward and recognition being seen. Just a thank you from the staff makes a huge difference.

33/16 STUDENT PRESIDENT'S REPORT

The report was taken as read.

Discussed:

- 1 Issues linked to social media were discussed, including those currently in the news linked to the Student Union at the University of Lincoln. It was explained that the SU Facebook and Twitter pages are run with the assistance of the Library and the Marketing Team and there is monitoring and support in place.
- 2 The Chair reported the sentiment of the Board that a huge amount of progress has been made developing the role of Student President and reaching out to the students over the last six months and congratulated Richard.

34/16 EQUALITY AND DIVERSITY ANNUAL REPORT 2015/16

The report for 2015/16 was taken as read.

Discussed:

- 1 Jacqui Varlow explained that the HR figures need to be reported through the Equality and Human Rights Commission. A drop in English and maths results for SLDD students is being investigated.
- 2 A new working group has replaced the E&D committee. This is more informative, based on learning and includes E&D champions. The group is listening to students and presentations have been given by students to the group including on religion and mental health. Input has been received on what the college is good at and what it is not so good at.
- 3 Gender pay gap is much lower than the national average and there is no known inequality of pay. Inequality is where a woman receives less pay than a man for carrying out the same or a similar job. A gender pay gap is the difference between the average earnings of men and women over a period of time, irrespective of their role or seniority. It therefore captures any pay differences between men and women on a broader level, for example an organisation that is over-populated by men in senior roles and women in junior roles will have a gender pay gap.
- 4 The Equality Objectives were considered and specifically the target dates, ie eradication of offensive language by 2018. It was noted there is a wide range of equality objectives that span a three year period. The targets are recognised as challenging.
- 5 An equality audit is being carried out and actions being tailored to close the gaps.
- 6 The Board offered assistance and this will be taken to the working group.
- 7 How the objectives were set was explained. Managers and teams initially looked at their own area, this was fed up to the group and a test and improve session carried out.

- The group monitor the progress.
- 8 Whether reducing the gender pay gap needed positive action was considered and whether the percentage was too specific. It was agreed this will be amended.
 - 9 It was reported that all flexible working options and linked requests had been approved during the year, with the majority of requests being from female staff members.
 - 10 Staff gender and particularly those in management and senior post holder positions was discussed and whether staff should be asked more about why they are not applying for certain posts and if there are any perceived barriers. This will provide evidence that there is no bias but is down to personal choice. It was explained that legislation is anticipated which will confer a statutory duty on organisations to explain any gender pay gap.
 - 11 A desktop IIP assessment has been carried out with the external assessor visiting for a day. Significant positive change was observed and the strategy complimented. Characteristics for the assessment are now very different. STEP OD is reviewing the relevance of the IIP award.

Decision:

- 1 **Working Group to consider any ways the Board can assist with meeting the Equality Objectives.**
- 2 **JV to revisit and amend the percentage for reducing the gender pay gap.**

35/16 HE FEES – FOR APPROVAL

Martin Booth and Becki Hamnett attended the meeting to present a number of options in respect of HE fees for 2018/19. It was agreed that the matter required more detailed consideration and consequently a task and finish group should be established.

Discussed:

- 1 Strategy Ambition 3 - Higher Education and Skills Growth. Planning permission has been submitted with linked business case but a date for completion of the dedicated HE centre is yet to be confirmed. It is hoped to secure funding to contribute towards the conversion of the building. There is a need to align with GIG to enable collaboration which is currently in discussion. Fees for other institutions in the region were outlined and the proximity of other HEIs both in Lincoln and Grimsby. EMSI report and gaps in the market are being further analysed. Cost is important and pricing needs to be considered alongside gaining competitive advantage. There is a need to develop teaching ability. The submission date for fees to OFFA is 26 April and these are then set in stone.
- 2 Becky Hamnett gave an overview on HNC/Ds and employer led courses. Analysis is being carried out linked to the higher apprenticeship levy and those students currently being funded part time from employers who may then be funded by the levy. HNC/D is price sensitive. There is no evidence that degrees are price sensitive. It was noted Bishop Burton charge the highest fee but it is not clear if this has had any impact. Discussion took place on the numbers of students at Bishop Burton in comparison to the College and it was noted all other institutions have higher HE student numbers. What draws students now? Whether it is the price or the offer was discussed. It was recognised that for some students it marks a natural route of progression; whereas for others it reflected the specialist nature of some of the courses on offer, ie herbal meds and acupuncture. The flexible delivery, ie over certain days or at a weekend, was also noted as driving demand. 'Brand' was discussed and what this conveys to potential students and if this is a major factor. Holly Burrige explained that her choice had largely been influenced by her experience of the College, its tutors and the quality of provision, but should the price have been higher, then she would have chosen a University.

- 3 The timeline was noted as challenging. Discussion took place on differentiation on price and differentiation on profit. The current curriculum is delivered around the students, ie part time and at weekends to allow time for them to work as well. It was felt however that many 18 year olds just look at what the end result will be and don't take other things into consideration.
- 4 It was explained that institutions can charge what they wish until TEF is introduced in 2019/20 when this will also be linked to the Silver or Gold quality mark. The risks linked to this were considered. It was noted the TEF result will be public knowledge so could be used as a marketing tool.
- 5 It was asked if conversations are being held with employers. Employer engagement was outlined. It was explained that previously HNC/D fees were set as a percentage and when increased there was a lot of response and feedback from employers which was used as a basis for considerations.
- 6 Branding differentiation was discussed and what might that be in two years' time, including 24 hour library access. Currently the HE curriculum is designed around the needs of local employers. There are new courses in computer science and business and management. L3 students are keen to stay and progress through. LEP priorities are being considered including health and care and manufacturing.
- 7 It was noted that Employment and Skills Board research states that graduates don't stay in Lincolnshire and an aim should be to increase the percentages staying and being employed locally.
- 8 It was outlined that consideration is being given to blocks of delivery taking place in Newark. The CEO gave an example of a student on a BTEC at Newark with a job at Knowhow. They have stated they would do the degree if in Newark and in blocks not spread fully over the week as they could then carry on with their job locally.
- 9 Could there be differentiation on fees by subject was queried and it was explained this was not possible but could be done through a bursary scheme. It was felt the branding of Career Degrees had not been seen as having a big impact.

Decisions:

- 1 Task and finish group to carry out additional work required and include the student voice in decisions**
- 2 Final approval delegated to the CEO for agreement of fees**
- 3 HE topic to be brought back to a future Board**
- 4 HNC/D fees to remain as is and to work with employers on levy**
- 5 Work with GIG on whether fees should be aligned if there is work across the institutions**
- 6 Market testing is needed**

36/16 NCC – SAFEGUARDING CHILDREN IN EDUCATION AUDIT CHECKLIST

The Safeguarding Children Audit Checklist had been completed and returned as required to Nottinghamshire County Council. It was noted that the late submission was due to late receipt of the document from NCC.

The Board noted the completion and submission of the checklist.

37/16 MIS PRESENTATION

Graham Harrison, Director of IT and Projects gave a presentation updating the Board on the progress of the STEP MIS Project. The new MIS system will be launched on 18 April 2017.

Discussed:

- 1 Analysis had shown that the current management information system had not provided the quality of data and intelligence required to be an effective system. The quality of management information needed to be improved significantly to enable better informed decision making and more efficient processes and systems
- 2 Areas analysed by the project included dashboards, reporting, systems and data, value for money and integration.
- 3 The cogs that work together to enable the capability to have a sharp focus on the numbers were outlined as technology, process and people.
- 4 The Pro-suite of packages covers all the separate packages currently used, ie EBS, SAR production, verification, etc, under one umbrella and each system works with the other.
- 5 It was asked if there would be any IT problems. It was explained that that ProAchieve and ProSolution are already being used and that tests and dummy runs have been carried out.
- 6 Mechanisms have been put in place to ensure in year operation is not disrupted. The choice for the timing of the change-over was explained
- 7 A restructuring of the MIS team into Operations and Development sections was explained
- 8 Phase 1 includes ILR, registers, timetabling, reporting and the dashboard.
- 9 The Board asked if the project was where it was expected to be. This was confirmed and it was outlined that all detailed tasks are on track, contingency plans are in place and links with other packages tested. It was noted that from 18 April staff will not be able to use the old system therefore will need to use the new registers and there will be no overlap.
- 10 Further phases of the project are due in October and December and progress will be continually reviewed.

Decision: The Clerk to circulate the presentation with the minutes.

38/16 URGENT BUSINESS

There were no matters of urgent business.

39/16 DATE OF NEXT MEETING

The next meeting will be a whole day meeting between 9am and 5pm on Tuesday 23 May 2017 in the Board Room at Lincoln College.

The next full Board meeting will take place on Tuesday 4 July 2017 at 4.30pm in the Board Room at Lincoln College.

The Board of Corporation meeting was closed at 1925 hours.

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Chair

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Date