



**MINUTES OF A MEETING OF THE LINCOLN COLLEGE BOARD OF CORPORATION  
HELD AT LINCOLN COLLEGE ON TUESDAY 4 JULY 2017 AT 16:30 HOURS**

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

**45/16 APOLOGIES**

Apologies for absence were received from Margaret Serna, Jim Newall, Lewis Colver and Heather Fluck.

Pat Doody, as Vice Chair, took the role of Chair in Margaret's absence.

**46/16 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.

## **47/16 MINUTES OF THE CORPORATION AND COMMITTEE MEETINGS**

### Board of Corporation Meeting – 21 March 2017

The minutes of the meeting held on 21 March 2017 were reviewed. No issues were raised and the minutes were agreed as a true and accurate record and signed accordingly.

### Board of Corporation – Development Day – 23 May 2017

The notes of the Development Day held on 23 May 2017 had been circulated for information.

### Audit Committee – 13 June 2017

The minutes were taken as read. There were no issues to highlight to the meeting.

### Finance Committee – 20 June 2017

Pat Doody gave a verbal update on the Finance Committee held on 20 June 2017. The Committee had expressed positivity on the financials, noted the trading loss is closing and the hope to reach a neutral position at the year end. The expected year end position was outlined for Lincoln College and the Lincoln College Group. The Board recognised the contribution now coming back from KSA. It was noted payment for the SSS inspection will improve the position. Growth was noted and the Group cashflow was positive. There are loans being repaid in KSA. A rolling 12 month cash reconciliation has been requested. The Committee welcomed the expectation to move to financial health of good next year. It was explained that there would be a year of adjustment at Lincoln College next year with reduced income from ESFA. The CEO reported this was a sector wide problem. GIG are in a similar position but will potentially have to make redundancies to manage this. It was explained a cash neutral budget is to be set.

## **48/16 MATTERS ARISING AND NOTIFICATION OF URGENT BUSINESS**

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

## **49/16 CEO'S REPORT**

The report, which provided an update on 'Ambitions' and 'Critical Enablers' was taken as read. The CEO gave an overview and highlighted the following:

### **Discussed:**

- 1 The growth of the two divisions of Education and Training and International and Commercial. It was noted that the balance is currently right and the focus will move to the support for the divisions, ie Finance, Infrastructure, HR, IT, CIS, STEP and Marketing and Communication to ensure that it is set at the correct levels. The improvement in attendance at maths and English exams was highlighted. The progress being seen in many areas of the organisation and the reward and recognition for staff was outlined.
- 2 The focus on Ofsted for the new academic year was noted. The green shoots in many areas were recognised.
- 3 TEF Silver was highlighted as a very positive outcome. The achievements of other organisations were noted.

- 4 The reshaping of the curriculum to ensure the provision is relevant, of good quality and meeting local needs was highlighted. A bid is to be put in for GLLEP funding and the Board will be updated in the Autumn.
- 5 New opportunities in China following the visit in June.
- 6 The continued collaboration with Grimsby Institute Group was reported on and the progress of Greater Lincolnshire Apprenticeships Limited.
- 7 The Graduation of the first Air and Defence Career College students had taken place on 26 June. A number of opportunities linked to the defence sector and Career Colleges were reported.

The Board approved the overseas travel of the CEO as follows:

- KSA – 7-11 May
- KSA – 5-7 June
- China – 11-16 June

## **50/16 MD (E&TD)'S REPORT**

The report was taken as read.

### **Discussed:**

- 1 Whole College Performance based on end of May figures was reported. Figures from end of June are now available with little change which is positive. The MD (E&TD) explained that a column has been added 'MD Forecast' that contextualises the Protarget forecast.
- 2 The significant improvement in attendance in English and Maths exams (90%) was noted and this should result in higher achievement rates. The significant improvement in whole college achievement has been supported by all staff across the College, irrespective of their role. Functional skills L2 figures were reported on in comparison to GCSE and national averages. The aim is to move more learners to GCSE next year.
- 3 The challenge of timely achievement rates for apprentices was outlined and it was reiterated that sub-contracting will cease from next year in terms of new starts.
- 4 Haydn Beeken reported on the additional (bi-monthly) Performance and Quality Committee meetings being scheduled, together with alternate monthly conference calls to update on actual figures. It was explained that Bob Hill, who is a consultant specialising in education, is going to work with the Committee to support its progress in the autumn. It was outlined that the quality of data received by the Committee has improved greatly and that the green shoots of improvement were seen and now the Committee are seeing the evidence that the shoots and direction of travel was correct which is very positive.
- 5 TEF silver outcome. This is a great achievement for the College. Further detail was provided on the TEF assessment; the HE Annual Provider Review (no actions were required following this which shows that all expectations are met); and a HEFCE meeting which took place yesterday which was also positive and stated that strong progress has been made. The TEF rating remains for three years but can be reapplied for annually. It was noted this is an aid for recruitment. The Board asked how the College will ensure the standard doesn't slip over the three years. It was explained that the FE Performance Management process is mirrored in HE with three areas of focus: quality of teaching and learning, outcomes for learners and NSS data. It was suggested that the P&Q Committee consider requesting a review to be carried out by the consultant working with the Committee with a report to be provided to the Board in the spring.

The Board recognised the strong work throughout the year. The next steps, progress and value added were outlined as a focus.

## **51/16 MD (I&C)'S REPORT**

The report was taken as read. The MD (I&C) gave an overview of the main points:

### **Discussed:**

- 1 Contract for Riyadh Applied Engineering College (AEC).
- 2 The Board asked if the growth and progress was linked to reputation in the country and this was confirmed. It was explained that approaches have been made by a number of Colleges asking for advice and support to move into international business and hoping to benefit from the experience of the College. There are 55 colleges in the Midlands and 12 Universities who are to be invited to an event arranged by the Department for International Trade, which it is hoped the College can host in Lincoln.
- 3 Challenges do remain and an update was given related to recent issues covered in the press linked to the Tier 4 status, which has an impact on the musical instrument crafts students. It was reported however that the decision made by government has now been overturned and the students can remain and complete their courses.
- 4 UK commercial developments were discussed and Mark Taylor will be invited to a future Board to give a presentation on UK business development and collaboration.
- 5 In relation to the AEC the next step is mobilisation as the College transforms from a TTC to an AEC. Applied engineering degrees are to be delivered and new senior appointments are being made. The Dean has been appointed with background working for Siemens, at Lincoln College and also the University of Lincoln.
- 6 The relationship with a University partner will be important going forward and the background was explained.
- 7 A visit to Qatif (female) College was reported on. Student numbers are good and plans are in place to continue to increase capacity.
- 8 Staff recruitment to the Colleges in KSA was discussed.
- 9 Diversity and the intention of delivering over a number of Colleges in China was outlined. A successful construction course pilot has been delivered at a new College and there are further developments in progress at two other institutions.

The Board expressed their satisfaction at the development of the international provision and asked if the business development capacity was sufficient to progress the areas of focus. It was outlined that eventually the intention will be to split the division into international and commercial to ensure the risks are spread.

## **52/16 BUDGET/FINANCIAL PLAN – FOR APPROVAL**

The income and expenditure budget for 2017/18 was presented for approval. It was explained that the process to build the budget was commenced last March. The budget was presented to the Finance Committee on 20 June 2017 and approved for recommendation to the Board. The budget has been set to provide stability and maintain capacity to deliver the student numbers and to balance the ESFA funding.

### **Discussed:**

- 1 The curriculum areas were thanked for their support in producing the budget and involvement in the planning. This is a balanced budget with a contribution from KSA.
- 2 The budget build for KSA is in progress and the Lincoln College (International) LLC Board will meet on 18 July 2017 to approve this.

- 3 A consolidated two year Financial Plan will be produced following approval of budgets and a sub-committee of the Board and Finance Committee will meet to approve the Financial Plan at the end of July.
- 4 The Chair noted that an innovation allocation had not been included for 2017/18 and asked if this was to be built in. It was explained that the budget will be reviewed in October when student numbers are known and may be rebalanced at that point when this may be added in.
- 5 It was noted that a full narrative is now included on a monthly basis for the Finance Committee which was welcomed as very helpful.
- 6 The Board were asked to note that the levy management fee related to KSA was for approval by the Lincoln College Board and any dividend would be for the Lincoln College (International) LLC Board to agree and approve.

### **FINANCIAL REGULATIONS – FOR APPROVAL**

The Financial Controller gave an overview of the Financial Regulations which had been circulated. The regulations are based on CIPFA guidance recommended by the external auditors. The document had been scrutinised by Finance Committee and amendments recommended have now been included.

It was asked if there were any issues or risks to note in the document. It was confirmed there were not and also explained that limits set had been benchmarked and were fairly standard.

The Board approved the Financial Regulations.

### **53/16 FEES POLICY – FOR APPROVAL**

The Fees Policy for 2017/18 had been circulated and was taken as read. The Group Director of IT, CIS and STEP gave an overview

#### **Discussed:**

The Fees Policy Working Group had produced the document. There were two key changes to note:

- 1 The document can be used externally and has been designed to be more student focused. The detailed internal procedures have been removed and will now form a separate document.
- 2 Partial fee remissions have been removed to reflect changes, this was subsidised last year.
- 3 It was also noted that a sponsor for the Policy needs to be identified. The Group Director of IT, CIS and STEP agreed to be the sponsor.

The Board approved the Fees Policy.

### **LEARNER SUPPORT FUND POLICY – FOR APPROVAL**

The report had been circulated and was taken as read. It was explained that this policy had not been brought for approval in previous years but to follow best practice all policies related to allocating funds will be brought in future. The learner support fund policy relates to monies received from the ESFA to support learners and there are specific areas where the funds can be spent.

**Discussed:**

- 1 The Board asked if there was evidence that the money is supporting the learners effectively. It was explained that retention rates are largely comparable for those being supported and those not, which evidences that this is being spent appropriately. 50% of learners had said they would have left their course early if they had not received support from the learner support fund.
- 2 More 19+ learner support fund money is being claimed than previously but benchmarking against other organisations shows this is still low
- 3 It was asked if EFA/SFA references should still be split. It was considered if this was to indicate differences and was discussed.

**Decision:**

- **MD(E&TD) to work with the Financial Controller on reference to EFA/SFA and/or ESFA.**

**54/16 STUDENT PRESIDENT'S REPORT**

The Student President presented his end of year report. Items of note were highlighted as:

**Discussed:**

- 1 Events held at the end of term had been very successful, with a good number attending and enjoyed by all. The Board asked if there was anything more the Student President would like in the form of support from the Board. More attendance at events and also meeting with students, as both Governors and employers was requested.
- 2 The Board asked how active the satellite colleges are and how integrated into the work of the team at Lincoln. The Student President explained that his focus during the year was to ensure involvement by all three main campus sites but this had been quite difficult. In particular there was only a small budget to put on events and it was not always possible to duplicate the same at all three sites.
- 3 The President explained he had felt a little nervous at the start of the year, particularly going into classrooms but his confidence has increased and now he has been appointed for 2017/18 he will increase his visibility and get into classrooms more to interact with students and staff.
- 4 The Board asked about funding. It was explained the President is a member of staff but most funding comes via commission from the sale of NUS Extra cards. This raised £2,500k this year. The money has been spent on travel and expenses, a film club licence, hoodies and pin badges for the Student Executive Team. Any underspend will be carried forward. It was asked how many take up the NUS Extra card. It was explained that students automatically get a student card on enrolment and only a small percentage take up the Extra card as it costs £12. This is partly because there are a number of other ways to gain student discounts for no cost.
- 5 Discussion took place on supporting the students. It was explained that student induction is to be very different this year with more involvement from the Executive Leadership Team.

The Student President was thanked for his hard work over the year.

## **55/16 STUDENT UNION CONSTITUTION**

It was explained that the Student President, HE Student Representative and the Head of the Library had been working with a representative of the NUS to develop a constitution for the Student Union and this had been circulated for approval.

The Board approved the presented Student Union Constitution.

## **56/16 SEARCH COMMITTEE RECOMMENDATIONS TO BOARD**

The Chair, as a member of Search Committee, gave an overview of the recent meeting and the recommendations to the Board on appointments.

The Board approved the appointment of Michael Simpson and also ratified the decisions related to current Governors.

## **57/16 MEETING SCHEDULE 2017/18**

The proposed meeting schedule for 2017/18 had been circulated for consideration. The column including months is to be amended appropriately.

The Board approved the draft schedule of meetings.

**Decision: The Clerk to schedule meetings for 2017/18 as approved.**

## **58/16 ELECTION OF CHAIR AND VICE CHAIR(S)**

The Clerk explained that Margaret Serna, Chair, and Pat Doody, Vice Chair, had both reached the end of their terms of office. In accordance with the Instrument and Articles it is appropriate to appoint a new Chair and Vice Chair at the last meeting before the end of the current terms of office. This will also allow a hand over time prior to the new Academic Year.

The Clerk invited interested parties to come forward to stand as Chair and James Pinchbeck put himself forward. Haydn Beeken formally nominated Mr Pinchbeck and this was seconded by Nick Lyons. The Board unanimously approved the appointment of James Pinchbeck as Chair of the Board of Corporation.

The Clerk explained that to reflect the two separate divisions within the College, it was felt to be appropriate to have two Vice Chairs and the Clerk asked for those willing to be considered to indicate this.

Haydn Beeken put himself forward as Vice Chair. Richard Arbon formally nominated Mr Beeken and this was seconded by Nick Lyons. The Board unanimously approved the appointment of Haydn Beeken as Vice Chair.

Nick Lyons put himself forward as Vice Chair. Dean Graham formally nominated Mr Lyons and this was seconded by Pat Doody. The Board unanimously approved the appointment of Nick Lyons as Vice Chair.

## **GOVERNOR REVIEWS**

The Clerk reminded the Governors that the annual review meetings are scheduled for the end of July and asked the Governors, that if they have not yet done so, to return the review forms and book an appointment.

**59/16 URGENT BUSINESS**

At this last meeting of the Board in the current Academic Year the CEO extended his thanks to all Governors for their commitment, time, input and support during the year.

It was explained that a dinner is to be arranged in Sessions to thank everyone and say farewell formally to Margaret and Pat.

Holly Burrige was thanked for her input during the year as HE student representative. Danielle Lister was wished well for her maternity leave. Pat Doody was thanked and presented with a gift following his time both on the Board and as Chair of Finance Committee.

**60/16 DATE OF NEXT MEETING**

The next meeting will take place on Tuesday 12 September 2017 and will be a whole day event.

**The Board of Corporation meeting was closed at 18.30 hours.**

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Chair

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Date