

MINUTES OF A MEETING OF THE LINCOLN COLLEGE BOARD OF CORPORATION – HELD AT LINCOLN COLLEGE ON TUESDAY 15 MARCH 2022 AT 1630 HOURS

Present:	James Pinchbeck Kallie Bauckham Haydn Beeken Philippa Bratby Ian Billyard Lucy Goodier Gary Headland Simon Justice Nick Lyons Tom McKenzie Mark Platts Peter Price	Chair FE Student Governor Vice Chair Staff Governor Chair of Performance and Quality CEO Staff Governor Vice Chair Chair of Finance Committee
In Attendance:	Sarah Adams Tom Dannatt Graham Harrison James Foster Mark Locking Tom Marsden Jim Newall Jacqui Varlow Margaret Serna	Clerk to the Board of Corporation Group Director of Finance and Commercial Group Director IT, IM and Projects Managing Director (International and Commercial) Managing Director (Education and Training Delivery) Group Director of Strategic Growth Group Director of Marketing and Communications Group Director of HR and SSS Chair of LCI
Apologies:	Tim Calvert Amy Conyard Tim Godson Danielle Lister Charlotte Watson Daniel Wilkinson	Chair of Remuneration and Appraisal Committee Chair of Audit

51/21	APOLOGIES FOR ABSENCE Apologies were received from Tim Calvert, Amy Conyard, Tim Godson, Danielle Lister, Charlotte Watson and Daniel Wilkinson.
52/21	EILIGIBILITY, QUORUM AND DECLARATIONS OF INTEREST The Governors were asked to raise any declarations if these became apparent during, or after, the meeting.
53/21	MINUTES OF THE CORPORATION AND COMMITTEE MEETINGS <u>Board of Corporation – 2 November 2021</u> The minutes had been circulated and were taken as read. The minutes were agreed as a true and accurate record and were signed accordingly.

Board of Corporation – 14 December 2021

The minutes had been circulated and were taken as read. The minutes were agreed as a true and accurate record and were signed accordingly.

Performance and Quality Committees – 12 January and 2 March 2022

The P&Q Committee had met twice since the last Board Meeting. The Chair of P&Q reported as follows:

12 January 2022

Key Items:

- Presentation by Apprenticeships Team: Tmasyn Lawton, Emma Innesbeer and Lucie Hulme. Apprenticeships self-assess as 'good' with the intent to become the training provider of choice in the East Midlands. 2021 achievement is 60% and benchmarking carried out c.55% and local colleges in the low 50%.
- Construction and Engineering: Aim to move from good to extraordinary with a focus on developing employer links further and a key focus on higher level apprenticeships working with the HE Team with levy and full cost options
- Business: Centre of Excellence being launched – AAT, C&G Bookkeeping, CIPD and L&M. Finance Degree being followed up. IoT – Digital Apprenticeships and opportunities at The Drill
- QiP – Governor links explained

2 March 2022

Key Items:

- Careers, intended destinations and enrichment offer – with a presentation by Michaela Lines
- Add on to Study Programmes, the Student Journey and 'wrap around' areas to enable students to progress into employment
- Overview provided of MyCareer and Abintegro
- Skills Pulse and student self assessments were explained and the dashboard produced to show gaps and assist the Progress Coaches in conversation with the students
- Risk register, stakeholder voice and data forecasting

Questions were welcomed:

Stakeholder engagement was discussed and particularly the challenges in relation to surveys. It was asked if there is scope for more focus group discussions to increase engagement. Ian Billyard reported he had met with The Head of Quality Improvement on the stakeholder voice today and had discussed student surveys, looking at greater ownership of the actions, the employer survey and also how to get more responses. The team are looking at different approaches, ie one question a month or a week to try to get a higher level of response. Discussion took place on recruitment challenges within the accountancy profession, including how organisations address their future requirements.

The Opportunity Hive was explained. It was explained the Hive currently mainly covers work experience and industry placements, but it is hoped to develop this to a staffing agency where everyone can go to find apprenticeships and job opportunities, both full and part time. The location in Deans café was chosen as a good drop in location for students.

There is also a Job Centre Hub in the Hive. It was asked how this is to be advertised. It was explained that the Big Welcome will be a good opportunity. The ideal would be that jobs will be advertised, including for example in The Drill, etc.

It was asked if everything is also online and this was confirmed. There are electronic notice boards across the campus with advertising and the Progress Coaches are involved.

Higher Education Committee – 8 March 2022

The Higher Education Committee had met on 8 March 2022. The Chair of HE Committee reported as follows:

- Happy with data and target setting with good detail provided
- HE portfolio planning – would like to look at this further
- APP – current five-year plan and the small numbers in Lincolnshire can have an impact overall
- QiP Governor links and Committee members signed up with the relevant action areas for HE
- Regulatory framework consultation period. A tight timeline which suggests this may be more of a plan than a consultation. This is due to be rolled out in the Autumn with TEF assessments in Spring 2023
- Biggest challenges in relation to this are the dataset as this may look at data not used before. The raw data has been provided and The Knowledge Ladder are assisting to analyse this
- The APP will be changed so this will need looking at again
- Student outcomes are to cover a wider range of courses, ie AAT, and this may also need revisited. A review meeting is to be held to look at what the data might show
- The resource requirements in the HE Team were noted
- Student Surveys and higher-level professional qualifications, where students may be working and attending part time only, needs to consider ways of engaging

It was asked what the current data shows us, and it was explained that this is the analysis being carried out by the Knowledge Ladder. It was noted that OfS are still fairly new and are still establishing their position. Political intention and drivers linked to HE were discussed. It was agreed that linking to T levels, etc will be more of a challenge as to whether you are fit for purpose so there may be some opportunities from this. There is the potential for a student number cap and may be an impact for those providers will lower numbers. HTQs and the introduction was highlighted and that currently rather than being a new qualification these are just transferred HNDs.

Finance Committee – 10 March 2022

The Finance Committee had met on 10 March 2022. The Chair of Finance Committee reported the key areas of discussion as follows:

- P6 accounts – new format and presentation of the report which was welcomed
- Forecast position – looking positive compared to forecast currently
- Stress testing on deliverability
- Cash receipts and delays in payment – options for facilities were considered
- Presentation on the planning assumptions and preparation for budget
- Financial Regulations which will come to a future meeting once a full review is completed
- Risk Register and related

A new highlights and exceptions report will be brought to Board in future.

54/21	<p>MATTERS ARISING AND NOTIFICATION OF URGENT BUSINESS</p> <p>There were no matters arising or notifications of urgent business.</p>
55/21	<p>LINCOLN COLLEGE GROUP BALANCED SCORECARD AND STRATEGIC RISK REGISTER</p> <p>The documents had been circulated and were taken as read. These are live documents available through Teams.</p> <p>The CEO reported on discussion at Finance Committee, including a financial planning briefing to set out the context, in year position which is strong and improved and planning assumptions for the next two years. As at P6 performing well against the budget. Next year is a challenging year which has been impacted by Covid.</p> <p>The four strategic priorities were set out as:</p> <ul style="list-style-type: none"> • Deliver the 2021/22 budget • Sustain >£5m from LCI next year – an update will be provided to the Board • Deliver a range of projects – the team are working hard on these, for example The Drill • Deliver structural change. Four options have been agreed including pursuing acquisitions and qualifying out of some of these, ie EBP. The HEAT project being pursued through the Lincoln Towns Fund was explained, which give students real live work experience and practice. Capital investment through the Towns Fund to enable the purchase of a going concern business and also to update Sessions Restaurant was explained. Mark Taylor is to be congratulated on his leadership on this project. Nick Pettit and other staff are also to be thanked for their involvement. <p>Other items discussed included:</p> <ul style="list-style-type: none"> • Late payments for LCI and current invoicing. As a Board, LCI are confident that the payments will be made. The CoE had been met with during a recent visit and also again today. HRDF payment is awaited but has been processed, therefore receipt is expected imminently. Cash collateral has been put in place instead of a bond due to bank reviews taking place. • SCAT contract up for renewal this year – one-year extension negotiated. It is hoped that a visit can take place in June. • International and Commercial strategy – reminder of the four colleges in China. A bid has been won in Uzbekistan through the British Council which is remote delivery working with DIT and the British Council. • Newark Towns Fund and investment in Newark. Good relationships with the local stakeholders, particularly the council. A recent bid won enabled the purchase of the flight simulator. • Infant businesses are starting to mature, including the Knowledge Ladder with two Apprentice Degrees students demonstrating the importance of data science. The KL is already working with other organisations. • Human Alchemy and a number of other funds being utilised to provide this delivery. <p>Questions were invited.</p> <p>Chair of HE Committee explained that the OfS issue is to be added to the Risk Register with the responsibility of the HE Committee – Martin Booth to add.</p> <p>An update was requested on Ravendale. It was explained the planning Committee review again in April and options will need to be considered depending on the outcome. Should planning not be approved then there will be the potential to appeal. The site is currently being used as a base for the filming taking place in Lincoln.</p>

It was asked how the Teams were coping with the large number of projects being undertaken. It was responded that the staff are all working incredibly hard and there has been some additional staff brought in. A number of projects are now coming to fruition.

The Director of Strategic Growth was thanked for his involvement in the Charles Lawrence Book Launch which had been very successful and a good example of community support. An overview was provided of the networking and attendance at the event by four Lord Lieutenants.

It was asked if China should be added to the Risk Register in light of the current position in relation to the conflict between Russia and Ukraine. This was agreed. Noted that the increased risk relating to cyber security should also be added

Action: additions to Risk Register including OfS, China and Cyber security

55/21

LINCOLN COLLEGE INTERNATIONAL (LLC) – UPDATE

The Chair of LCI reported on excellent progress since her last presentation to the Board. Pre-covid LCI were in a good position to move forward strategically and with the award of the ITQAN there had been differentiation in terms of the model and working with Aramco as well as CoE. Covid has of course had a worldwide impact. The Tea, can't be thanked enough for managing the difficult situation, including on cost control, and in particular managing the staff and student welfare. When delivery was able to restart none of the excellent staff had been lost which is testament to how this was managed. The leaders have worked very hard in terms of building their relationships in Kingdom.

LCI has now picked up from the pre-covid position and there are a number of exciting opportunities coming up. As with the College, LCI also don't chase every bid and do qualify out on some occasions. It was noted that some old opportunities have now become available again. Overall the business is progressing well with lots of opportunities. It was reported that LCI can affect change by being part of the movement of change and not by sitting on the outside. The Chair highlighted specifically the changes in relation to females in Kingdom where there are now female staff in hotels, female engineers, etc which is very positive. It is always a privilege to speak to the students and see their excitement about the changes to their Country.

MD(I&C) gave a presentation on behalf of the LCI Board. Highlights included:

- Flagship provider
- Strategic Priorities - sustaining contribution
- Visits by the Directors to Kingdom
- Update on the current position including
 - Increase in TVET students
 - Strong reputation and brand
 - Support from DTI and British Ambassador
 - Stakeholder support including HRH Princess Noura Al-Saud
 - New commercial opportunities
 - Support for CoE from TVTC
- Risks
 - Current contracts for all three Colleges
 - ITQAN and links to Aramco and Aviation Australia
 - T&HC – GIGA projects and changes in Riyadh linked to tourism and hospitality outlined – intent to extend contract. Currently no recruitment and this contract runs out in summer 2023

- Qatif Female College – longest standing college – same grouping as the other CoE Colleges. Confidence these will continue and grow. Contract also runs to summer 2023
- Payments and bonds
- Tax Audit – provision is accounted for and still awaiting a determination with no date for review
- Teaching and Learning – link to Covid and challenges to get high quality teachers into the Kingdom. All colleges on remote teaching – focus is on retention and achievement of students

Highlights were provided:

- Turing Scheme which has replaced Erasmus – 10 engineering students had visited the ITQAN who were very proud to welcome the students
- Graduation at T&H College – really good attendance including a number of employers and the Princess
- International Women’s day events at Qatif

Opportunities:

- Additional Aramco Colleges: National Power Academy and Saudi Drilling Academy
- Khobar Female ITC, currently being operated by CoE
- Access to new strategic fund
- Education as a Service opportunities
- New strategic partnership opportunity – Airport Services
- New Energy and renewables College
- New Saudi student exchange programme
- Strategic partnership with National Guard
- Apprenticeships
- Cyber Security Partnership
- Agincourt VR simulation training for KSA Ministry of Interior – a visit has taken place in the Lincoln Business Centre today

In summary: excellent alignment and reputation with stakeholders, high confidence of growth and securing long term contracts but short-term uncertainties as we move out of Covid.

It was asked if a ‘lessons learnt’ type analysis has been thought about perhaps to assist with going into other countries, including cultural ways of working, etc. It was noted there has also been the need to change with the ‘changing culture’ in Kingdom and develop relationships following changes to the senior staff in the CoE.

The Board agreed that ‘working with’ rather than ‘delivery to’ was crucial.

It was asked how this could be brought alive for the newer Board members in particular. The social media coverage was welcomed but it was asked if there could also be some video coverage. It was agreed that a summary video could be provided for the three colleges and also cover the ‘lessons learnt’. It was agreed that this could be done in a way for Workplace to inform the College staff as a whole

Action: LCI Board to provide a video

It was asked how LCI was now positioned as a provider. An explanation was provided of the previous and current providers in Kingdom.

The Chair and MD(I&C) were thanked for their presentation.

	[KB left the meeting]
56/21	<p>ACTIVATE LEARNING – UPDATE</p> <p>The CEO reported that the Activate Learning Board had met last week and concluded that they do not want to continue with the due diligence process beyond this point. There had been enough analysis completed to enable them to make that decision. A statement had been provided that the Board felt strongly to not progress at this point.</p> <p>The Lincoln College Board, following the L&G meetings, had agreed that more information and analysis was required prior to any decision on whether to progress.</p> <p>The CEO reported on a lot of learning that could be taken from the experience. It was explained that the use of Net Promoter Score could be used by P&Q Committee. AL have indicated their willingness to explore collaboration. There is potential for the continued sharing of good practice and collaboration to benefit learners.</p> <p>[HB left the meeting]</p> <p>The Chair thanked the staff and Governors for all their hard work during the process.</p> <p>It was explained that statement is being produced for circulation to staff to provide an update. The Board agreed there would be no external press release.</p> <p>[PP left the meeting] [TMc left the meeting]</p>
57/21	<p>OUTGOING ACCOUNTING OFFICER’S STATEMENT ON REGULARITY, PROPRIETY AND COMPLIANCE</p> <p>As outgoing Accounting Officer, the CEO is required to provide a statement on Regularity, Propriety and Compliance at the point of departure and a draft had been circulated.</p> <p>It was explained there is a possible addition required linked to an allegation of theft currently being dealt with which will need to feature if it is proved. Cash handling and internal controls are being reviewed in light of this.</p>
58/21	<p>EQUALITY DUTY ANNUAL REPORT 2020/21</p> <p>It was explained that Remuneration Committee had received this report which had been scrutinised in detail and that the report was recommended to Board for approval and publication.</p> <p>Approved: the report was approved as presented and will be published</p>
59/21	<p>COMPANIES HOUSE – CHANGES REQUIRED</p> <p>The Clerk reported that currently the Directors of the Subsidiary Companies were the Chair of the Board, the CEO, the MD(I&C) and the GD(F&C). Changes would be required on Companies House to remove the CEO as a Director of these companies. It was also explained that Lincoln Academy Limited and Lincoln College Corporate Support Solutions are the Shareholders of Lincoln College International (LLC). It had been suggested that in place of the CEO a Governor is asked to become one of the Subsidiary Company Directors. The Chair of Finance was asked if he would be able to take this role. This will be confirmed once agreement is sought from the Chair’s employer. The Clerk will make the necessary changes once agreed.</p> <p>Action: Chair of Finance to confirm agreement</p>

	Action: Clerk to make changes on Companies House
60/21	<p>USE OF COLLEGE SEAL</p> <p>The Clerk explained that the reporting of the application of the College Seal is included at each meeting and that since the last report two documents have been sealed, namely the transfer of assets for the Drill Hall and the Seedcorn Funding for IASTI.</p> <p>The Board noted the report.</p>
61/21	<p>URGENT BUSINESS</p> <p>It was reported that this was Philippa Bratby's last meeting as Business Support Staff Governor and she was thanked for her contribution to the Board and relevant Committees during her term of office.</p> <p>The Clerk reported that she had gone out via email and workplace post to invite nominations for the position of Business Support Staff member. It was noted that there were four members of staff who had indicated their interest. The Clerk will provide an update following receipt of nominations and any election process.</p> <p>Action: Clerk to update on replacement as available</p> <p>As this was also the CEO's last meeting, the Chair reflected on the appointment of the CEO back to the point of interview and the journey over the last eight years. The positive difference made to the organisation was highlighted. The CEO was thanked on behalf of the Board.</p>
62/21	<p>DATE AND TIME OF NEXT MEETING</p> <p>Date and Time of Next Meeting: the next meeting will be a half-day session to be held between 9.30 and 12.30 on Friday 22 April 2022</p>

Date:

Signed:

The meeting finished at 1915 hours.

Action List

Actions from the Board of Corporation held on 15 March 2022

Item Number	Description	Action by	Target Date	Status/Note
54/21	Risk Register additions to be made	ELT	Prior to next meeting	
55/21	Video to be produced in relation to LCI	LCI Board/ MD(I&C)	Prior to next meeting	
59/21	Chair of Finance to confirm agreement	Chair of Finance	As soon as possible	
	Changes on Companies House to be made	Clerk	31 March 2022	Complete
61/21	Updates on appointment of BSS Governor to be provided	Clerk	As available	