

DRAFT MINUTES OF THE MEETING OF THE BOARD OF GOVERNORS HELD AT 9.30AM ON FRIDAY 28 JUNE 2019 IN THE BOARDROOM, VICE CHANCELLOR'S SUITE, MINERVA BUILDING, BRAYFORD POOL, LINCOLN

Present:

Chair

Ms D Lees CBE

Deputy Chair

Ms M Jackson

Vice Chancellor

Professor M Stuart CBE

Independent Members

Ms M Dawes

Mr N Herbert

Sir Graeme Davies

Mr J Raine CMG OBE

Mr N Gray (until 11am)

Ms J Reeves

Co-opted Members

Professor S Bailey

Ms D Gilhespy

Student Member

Ms C Coakley

Staff Member

Dr K Savage

Deputy University Secretary (Officer)

Ms L Baker

In attendance

Professor A Hunter

Ms A Jones

Professor L Mossop

Mr S Parkes

Ms R Simpson

Mr A Smith

Mr C Spendlove

Deputy Vice Chancellor

Head of Student Administration (item 10)

Deputy Vice Chancellor

Deputy Vice Chancellor

Director of Human Resources (item 5)

Governance Manager (observer)

University Registrar and Secretary

Action

1. (i) APOLOGIES FOR ABSENCE

Apologies for absence were received from Mr Barratt, Mr Corner, Ms Easey, Professor Ker, Mr Free and Professor Wilkinson.

The Chair welcomed Ms Coakley to her first meeting as a student member of the Board.

(ii) DECLARATIONS OF INTEREST

There were no declarations of interest.

PART A – ITEMS FOR DISCUSSION

2. MINUTES OF THE MEETING OF MEETING OF THE BOARD OF GOVERNORS HELD ON 30 MAY 2019

The minutes of the meeting held on 30 May 2019 were **approved** as an accurate record.

3. REPORT ON ACTIONS FROM THE PREVIOUS MEETING/MATTERS ARISING

A report on the mock REF would be submitted to the meeting in September 2019 (minute 3 refers). The format of the report on applications was covered under the VC's Report (item 5 refers). The overseas opportunity would be discussed under item 8 (item 5 refers).

4. VICE CHANCELLOR'S REPORT

Received:

A report from the Vice Chancellor.

Noted:

HE Environment

- The HE environment had not changed significantly since the last Board. The five-year financial projections would include elements of the Augar review although the status of its recommendations remained unknown pending the outcome of the Conservative leadership elections.

Applications and Conversions 2019/2020

- Applications and conversions data would be reported less frequently but in more detail at key junctures during the cycle.

Recent Success in Funding for Student Support Projects

- The University had been awarded funding totalling £735,843 from the Office for Students for a transitional mental health support project which would run from June 2019 to December 2021. It would develop and enable a peer-to-peer approach in supporting and enhancing student mental health and wellbeing.
- The Careers and Employability Team had successfully secured approximately £0.5m in a recent bid to the Office for Students Challenge Fund Competition: Industrial Strategy and Skills – Support for Local Students and Graduates. The project would allow the University to support local students from the Greater Lincolnshire LEP region into better employment through an innovative collaborative partnership with BGU, employers and local authorities across Greater Lincolnshire.

League Tables

- The University had risen five places to 17th in the recently published Guardian University Guide. This league table focussed entirely on student matters and did not include research.
- The University had also, for the first time, entered the International QS Rankings at position 8001 to 1000. This internationally renowned ranking covered information about academic and employer reputation, research citations, international mix in terms of staff and student numbers as well as SSRs.

Ms Simpson entered the meeting at 9.35am.

5. HUMAN RESOURCES ANNUAL REPORT

Received:

The Human Resources Annual Review of 2018.

Noted:

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- Key themes from 2018 included refocussing the academic staff profile, recruitment of the first staff for the Lincoln Medical School (with HR implications around different NHS pensions and pay scales), start of the international campaign to recruit world-leading professors whose research would address global challenges, significant pension reform, supporting Race Equality Charter Mark work and signing the 'Time to Change' Pledge on Mental Health

Awareness Day to demonstrate commitment to the staff health and wellbeing agenda.

- There had been a drop in international applications but no reduction in quality; Brexit remained an unsettling time and the University had worked hard to ensure that staff felt part of Lincoln and assisted with applications for settled status where possible.
- Employer contributions to pensions had generally increased and colleagues continued to work through the impact on the institution and in financial budgeting. New professional services colleagues now joined a defined contribution scheme which had no negative impact on recruitment and which had made £145k of employer contributions savings so far.
- The University's pension scheme (UCRSS) defaulted to a 10% contribution by staff (matched by the University) and this was the maximum amount. Staff could default to a lower contribution if they wished (in which case the take home pay would increase but not the salary). This default amount was competitive in the market and could be open to flex in the future.
- Mental health sickness absence was now one of the most common reasons for work absence across the sector and it was important to maintain a focus on this agenda. The Director of HR chaired a working group with both unions and other colleagues around mental health policies and communications. Recommendations from the group would be submitted to the Senior Leadership Team.
- More people reported mental health challenges as the issue has become less stigmatised and in response to the supportive initiatives put in place. Higher Education demands were greater than ever before and the University had a responsibility towards its workforce to help staff be as resilient as possible.
- The report indicated that both professional services and academic staff numbers grew by 5% during the period; Mr Herbert asked how this was being controlled. The Director of Human Resources advised that significant work had been undertaken over the past year (and was ongoing) to consider the structure of teams across the business to ensure that they were operating as efficiently and effectively as possible. Less growth was predicted for professional services going forward.
- The gender pay gap remained an issue across the higher education and other work sectors. Vertically, males were under-represented in more junior roles and females were under-represented in senior roles. Human Resources continued to work with managers around recruitment and attraction to ensure there was no bias in the recruitment process. The introduction of the medical school added another layer of complexity to the gender pay issue. There was, however, a clear action plan which was being worked through to close the gap.
- In terms of academic profiles, the pathways very clearly identified areas of strength and conversations through the academic appraisal process helped to understand an individual's trajectory and where they wished to focus.
- The balance of Teaching and Research and Teaching, Scholarship and Professional Practice should probably be around 60:40; income diversification would facilitate good research.
- Challenges around the people agenda were represented in the High Level Risk Register and much revolved around the uncertainty of Brexit but the University was working hard to mitigate any impacts.
- The Transitional States Programme, a research project around people who lived between genders, was supported by Human Resources as part of the University's commitment to the LGBT+ community.
- Human Resources had worked with the Lincoln International Business School around staff apprenticeships and had recently started to offer a chartered management degree apprenticeship and a senior leaders' master's degree apprenticeship. A programme around customer service was delivered by Lincoln College. The University was using its own levy to upskill its staff. An academic apprenticeship had also recently been launched.

Ms Simpson was thanked for her informative report and left at 10.15am.

6. FINANCE REPORT
- SUMMARY FINANCIAL POSITION
 - BUDGET FOR NEXT YEAR

Received:

A report submitted by the DVC (Finance and Infrastructure).

Noted:

Summary Financial Position

- The full year forecast statutory surplus remained in line with that reported in April 2019. The next year would be challenging financially and there were some concerns that the Augar report could cause some deferrals; colleagues were planning for some volatility in student numbers.
- The next report would include Riseholme changes.

Budget for 2019/2020

- It was hoped that any flux around the recruitment cycle would settle but the Finance department had been asked to identify where savings could be made if needed to manage any impact.
- The London campus and other projects (but not the overseas opportunity) had been factored into the budget.
- Student amenities were behind in the year to date which was primarily driven by accommodation. The impact of Viking House had affected this and compensation would be sought before the end of the financial year. New accommodation would come on line in the next financial year which would provide an income boost from volume.
- Targeted income growth from the Catering function had also been factored in partly because of the significant investment in branding and costs of the restructure; the benefits would be realised next year.

Agreed:

- The Board **approved** the budget for 2019/2020 and **noted** the summary financial position.

7. INSTITUTE OF TECHNOLOGY

Received:

A report submitted by the DVC (External Relations).

Noted:

- The report provided an update on the current position and business would start in 2019/2020.

Agreed:

- The Board **approved** the draft Heads of Term.

8. OVERSEAS OPPORTUNITY – (SEE CONFIDENTIAL ANNEXE)

9. LONDON CAMPUS

Received:

A report submitted by the DVC (Student Development and Engagement).

Noted:

- Negotiations with the landlord continued to progress well and designs were currently being worked up following very positive meetings. The business case

remained within the financial envelope and the University's advisors were as confident as they could be that planning consent would be granted in September 2019.

- In the interim, interior changes were being agreed with the landlord; these would be submitted to the Board in September 2019. The plans were exciting and innovative; this was an opportunity to create a digital first campus and provide a different experience.
- A building closer to King's Cross would have been ideal but this location was good, the rent was cheaper, it had a pleasant outside space and it was close to the legal and city centre. It also felt safer for students and had fewer residents.

DVC (FI)

Ms Jones entered the meeting at 11.35am.

10. ACCESS AND PARTICIPATION PLAN

Received:

The University's Access and Participation Plan 2020/2021 to 2024/2025 and accompanying report submitted by the DVC (Student Development and Engagement).

Noted:

- The Access and Participation Plan (APP) started with an in-depth analysis of the University's current Widening Participation metrics and developed stretching and ambitious targets which aligned with the Office for Students' requirements around deprivation, BAME and other areas. The nature of some of the initiatives would benefit all students.
- The University had taken a holistic view with the APP and engaged with students and staff in its creation. The Office for Students required institutions to evaluate their processes at every stage. Lincoln had developed an impact evaluation framework which would guide the evaluation of its activities to ensure an evidence-based approach.
- Monitoring would be a key part of the APP and a new committee had been established which would report into the Senior Leadership Team and the Board on a regular basis.
- Some institutions had submitted their APPs before the 1 July 2019 deadline and many had received significant feedback and challenges; if it was the same for Lincoln the feedback would simply help the institution to develop the APP further.
- In terms of student engagement, a consultation was currently out with the whole student body but this was a difficult time of year with students mainly off campus. The DVC had met with student representative forums, facilitated by the Students' Union, and had productive and lengthy discussions.
- The evaluation team had run focus groups with under-represented students and asked them what type of activities they would find useful; this group would form the basis of a more formal student consultation group.
- A statement had also been provided by the Students' Union which demonstrated how it and the University had worked collaboratively and detailed the Union's work with under-represented groups.
- The APP would be submitted to the Office for Students on 1 July 2019 and feedback would be expected around August 2019. The Board would be updated on the APP following receipt of the feedback.
- Mr Herbert queried why there had been low participation rates for the race equality survey; Ms Jones responded that survey engagement could be low as students were asked to complete several throughout the academic year. The community of practice being built up intended to address this issue and the student consultation group would also be able to provide ideas around how to encourage students to engage with the agenda.

DVC (SDE)

- There was some overlap between the APP and the race equality charter work and the APP targets were reflected in the race equality action plan. This would ensure one set of targets to be worked towards.
- Ms Coakley added that the students had enjoyed being involved in this project.

Agreed:

- The Access and Participation Plan 2020/21 to 2024/25 was **approved** for submission.

Ms Jones was thanks for her contribution and left the meeting at 11.45am.

11. ANNUAL STRATEGY AWAY DAY – FOLLOW UP

Received:

A verbal update from the Chair.

Noted:

- The Away Day had been very useful and Governors had liked the blend of receiving information in a more discursive way together with the participation of SLT colleagues within the groups.
- The next Away Day would include a presentation from Students' Union student leaders.
- The feedback would be drawn together into an action plan and considered by the Chair, Vice Chancellor and Deputy University Secretary.

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12. ANY OTHER BUSINESS

Noted and Agreed:

- The Board **appointed** Ms Coakley as a member of the FE Oversight Group with immediate effect (to replace the former student member).

13. DATE OF NEXT MEETING

Thursday 25 July 2019 at 09.30.

PART B – ITEMS TO BE RECEIVED

14. USE OF SEAL

The meeting concluded at 11.55am.

I confirm that the above minutes are a true and accurate record of the meeting held on 28 June 2019 and have been approved by the Board of Governors.

Ms Molly Jackson (Deputy Chair)

Date: 25 July 2019