

Annual Reports and Financial Statements

For the year ended 31 July 2020



Employer-led, producing a highly skilled and productive workforce

The
Lincoln College
Group

KEY MANAGEMENT PERSONNEL, BOARD OF GOVERNORS AND PROFESSIONAL ADVISERS

KEY MANAGEMENT PERSONNEL

Key management personnel are defined as Senior Postholders and were represented by the following in 2019-2020:

Gary Headland	Chief Executive Officer and Accounting Officer
Mark Locking	Managing Director (Education Training and Delivery)
James Foster	Managing Director (International and Commercial)

BOARD OF GOVERNORS

A full list of Governors is given on page 23 of these financial statements.

Clerk to the Corporation

Sarah Adams

PROFESSIONAL ADVISERS

Financial statements auditors and reporting accountants:

RSM UK Audit LLP
Chartered Accountants
St Phillips Point
Temple Row
Birmingham
West Midlands
B2 5AF

Internal auditors

Wylie and Bisset LLP
168 Bath Street
Glasgow
G2 47P

Bankers

National Westminster Bank Plc
Brayford Wharf North
Lincoln
LN1 1YW

Bank of Saudi Fransi
Head Office
Riyadh 11554
Kingdom of Saudi Arabia

Solicitors

Eversheds LLP
1 Wood Street
London
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REPORT OF THE GOVERNING BODY

The members present their report and the audited financial statements for the year ended 31 July 2020.

Legal Status

The Corporation was established under the Further and Higher Education Act 1992 for the purpose of conducting Lincoln College. The College is an exempt charity for the purposes of Part 3 of the Charities Act 2011.

Mission

Employer-led; producing a highly skilled and productive local workforce.

Our vision; to be an extraordinary organisation whose talented students, staff, governors and alumni ensure that it adds recognised social and economic value to its local communities by providing high quality education and training and making people exceptionally well prepared for work, potentially via higher education.

Covid-19

The Covid-19 pandemic that began during the reporting period has clearly had a global impact on the world economy and on people's lives. As a result the education sector in the UK and internationally has suffered in terms of learner experience and the added pressure from a business perspective that this has placed on finances. The College responded swiftly and effectively to these challenges as they unfolded, placing the health, safety and wellbeing of our staff, learners and wider stakeholders as our primary priority.

Arrangements were put in place to adapt delivery and assessment models to mitigate against the impact of the restrictions imposed as a result of the pandemic, with the aim of providing the best level of education and training possible given the circumstances.

In terms of monitoring and responding to the financial impact, the College took measures to alleviate the net effect on the bottom line by reducing costs where necessary and optimising income potential under very challenging circumstances. Furlough cases were kept to an absolute minimum and the College communicated regularly with the Education and Skills Funding Agency, Membership Bodies and key stakeholders to gain a strong understanding of the sector wide impact.

The restrictions on face-to-face delivery impacted Lincoln College's Commercial and International work as well as UK Education and training activities.

Further information on the impact of the pandemic, the College's response and the wider implications for capital projects, supplier relationships and commercial and overseas partnerships can be found in the relevant sections of this report.

Public Benefit

Lincoln College is an exempt charity under Part 3 of the Charities Act 2011 and is regulated by the Secretary of State for Education. The members of the Governing Body, who are trustees of the Charity, are disclosed on page 23.

In setting and reviewing the College's strategic objectives, the Governing Body has had due regard for the Charity Commission's guidance on public benefit and particularly upon its supplementary guidance on the advancement of education. The guidance sets out the requirement that all organisations wishing to be recognised as charities must demonstrate, explicitly, that their aims are for the public benefit. The delivery of public benefit is covered throughout the Report of the Governing Body. However, the Lincoln College Strategy 2019-2022 specifically identifies the following corner stones of success:

REPORT OF THE GOVERNING BODY (CONTINUED)

Public Benefit (continued)



In delivering its mission, the College provides the following identifiable public benefits through the advancement of education:

- High-quality outcomes for learners
- High-quality teaching
- Widening participation and tackling social exclusion
- Excellent progression opportunities
- Strong student support systems
- Links with Local Enterprise Partnerships (LEPs), the Lincolnshire Chamber of Commerce and other community based organisations.

The delivery of public benefit is covered throughout the report of the Governing Body.

IMPLEMENTATION OF THE LINCOLN COLLEGE STRATEGY 2019-2022

On an annual basis SMART objectives are agreed with the appropriate Senior Responsible Owners (SROs) setting out precisely what is to be achieved in the coming year, to what standard/measure and by when. Performance against the Group objectives is tracked regularly at Executive Leadership Team Meetings, Board Meetings and with individual SROs as part of their Performance Development Reviews.

The Corporation regularly reviews progress against the Strategy, focusing on the future success of the College, its students and other key stakeholders. Progress against targets set for improvements in the quality of teaching and learning, student recruitment and participation and achieving and maintaining a sound financial health assessment are regularly scrutinised by the Corporation through formal committee structures.

The Corporation engage with and track the progress of Strategic Objectives through several channels of communication and this is not limited to formal meetings of the Corporation and Committees. This includes regular engagement across all activities of the College and use of communication channels such as WorkPlace and Microsoft Teams where active engagement is encouraged. The Board of Corporation have live access to the Strategic Risk Register that is updated by the Executive Leadership Team as and when risk profiles change and opportunities arise.

REPORT OF THE GOVERNING BODY (CONTINUED)

IMPLEMENTATION OF THE STRATEGY

The Executive Leadership Team have established an extremely effective Performance Management Framework and systems to ensure delivery of the Lincoln College Strategy 2019-2022 objectives.

The Quality and Relevance of our Education Provision

Ofsted graded Lincoln College as Good for overall effectiveness in April 2018. The College self-assessed as Good for 2018/19 and the early outcomes for 2019/20 suggest the same grading of Good, which will be finalised in January 2021. The report in 2018 made it clear the College needed to sustain the improvements made (particularly in apprenticeships) which it has achieved.

Continued strong progress was achieved with the vast majority of key performance areas improving with further challenging targets set for 2020/21. In the vast majority of areas, the College can now demonstrate a sustained improving profile of outcomes.

A high-level summary of in-year performance and progress

	15/16	16/17	17/18	18/19	19/20	Variance since 15/16	GFE rate
CB Overall	73.8%	81%	84.1%	87.5%	88.3%	+14.5%	86.7%
16-18	721.1%	79.6%	82.1%	88%	92%	+19.9%	83.4%
19+	76.8%	82.9%	86.2%	86.6%	81%	+4.2%	89.9%
Apps Overall	51.9%	65%	64.4%	58%	63.5%	+11.6%	69.7%
College Overall	62.5%	65.2%	67.8%	64%	63.6%	+1.1%	
Subs Overall	46.5%	63.5%	61.8%	46%	61.5%	+15%	
Apps Timely	48.2%	50.7%	57.7%	57%	57.9%	+9.7%	62.6%
College Timely	55%	53.2%	62.1%	60%	58%	+3%	
Subs Timely	44.1%	49.4%	52.5%	46%	53.8%	9.7%	
Higher Education	N/A	78.7%	84%	84%	84%	+5.3%	84%

- The College has sustained its trajectory of improvement, achieving a whole College achievement rate of 88% for classroom-based programmes. This represents a significant improvement trend of 14.5 percentage points since 2015/16.
- 11 of the 14 Head areas exceeded their respective National Rates for achievement rates. Pass rate and retention rates are up significantly at 96% and 93.3%. The vast majority of areas exceeded both their performance targets and 2018/19 achievement rates. The College achieved a 100% pass rate at A-level for the third time in 4 years.
- Despite the COVID crisis, a good volume of high-quality work experience was achieved and before the lockdown the College was well ahead and on track to meet its Industry Placement targets.
- Very importantly a detailed planning process, informed by EMSI analysis of the curriculum, has led to a greater relevance of programme provision to employers. This has seen the successful launch of a number of new specialist “colleges” such as the Policing College and Pre-Join Policing Degree and expansion of the Care and Construction College networks. There has also been rapid expansion of numbers in online programmes for adults due to the lockdown and national crisis.

REPORT OF THE GOVERNING BODY (CONTINUED)

IMPLEMENTATION OF THE STRATEGY (CONTINUED)

- The College has improved its relevance to the community, students and employers shown by significant improvements in its satisfaction surveys for many groups of learners and a TEF ranking for Teaching and Learning that places it in the top 10% of HEIs nationally 2 years in a row. Significant investment in the UK Colleges through the International and Commercial Division of the College group allows the continued expansion of the specialist “Colleges” programme and has allowed further growth for a number of local priority needs; examples of this in 2019/20 have seen over 50 additional full-time learners join on construction programmes and over 120 additional students starting an innovative Policing College programmes in association with Lincolnshire Police force.
- The College has significantly grown its strategic partnerships regionally that have led to a successful year 1 of the Lincolnshire IoT for which it holds joint governance. Significant growth in both its own delivery of apprenticeships and adult programmes has seen the College’s local and levy payer “footprint” grow which aligns it closely with the national strategy for localisation with a move away from subcontracting.

Higher Education and Skills Growth

Key highlights for the year were the successful completion of the College’s first ever Level 7 programme, the protection of the College’s strong continuation rate despite the COVID crisis, and the launch of the new Pre-Join Policing Degree in partnership with Derby University. The College continued to improve many of its TEF metrics which sees it continue in the top 10% of all HEIs for its teaching and learning.

The National Student Survey overall satisfaction rating improved in 2019/20 to 81% but very importantly again put the College in the top 10% of all HE provision nationally in relation to the quality of its learning, assessment and teaching.

International and Commercial Development

2019-20 has been another strong year for the International and Commercial Division. Covid-19 not surprisingly has had a significant impact on our operational delivery, both in the United Kingdom and overseas. However, without exception our teams responded exceptionally well to this unprecedented challenge, meaning that we put our students and clients first while further strengthening our partnerships with key stakeholders.

The Division’s financial performance is excellent, making a strong contribution to the Group’s financial returns and allowing reinvestment into education and training across our programmes. Furthermore, the Division is having a widespread impact on the lives of our students, local communities and businesses.

The Covid-19 pandemic had a major operational impact on delivery across all aspects of the Division. This included the cessation of face-to-face educational training in both the Kingdom of Saudi Arabia (KSA) and China. In addition, UK commercial ventures were closed, thereby restricting delivery and revenues, such as Lincoln City Football and the Escape Rooms.

The overall performance of our operations in KSA under Lincoln College International (LCI) was again strong, allowing the College to finalise loan payments while also reinvesting in education and training. There has also been encouraging progress to further diversify the Group’s commercial portfolio, with a range of new initiatives making good progress during the year.

As a result, the Division is providing strong support for the whole College Group and enabling significant reinvestment into education and training in line with our strategic goals. Particular highlights of the year include the following:

REPORT OF THE GOVERNING BODY (CONTINUED)

IMPLEMENTATION OF THE STRATEGY (CONTINUED)

Riyadh Tourism and Hospitality College

- LCI successfully mobilised this high-profile College in Riyadh which trains students to work in the rapidly growing hospitality, tourism and events sector.
- The College will play a significant role to support the development of giga-projects in the Kingdom, most notably Qiddiya (a resort which will be twice as large as DisneyWorld in Florida, USA).
- During the year LCI has made good progress with key stakeholders to establish buy-in for the wholesale transformation of the College into a HEAT Institute (Hospitality, Events and Tourism). Once complete this will ensure that the College is better aligned with the KSA education system and needs of employers.
- In October 2019, the College hosted a Ministerial visit from key governmental stakeholders. This offered an opportunity for LCI to showcase the progress made since it started delivery and to share our vision for the future. Feedback received was excellent, providing the team with confidence that our rapid mobilisation was successful.
- During 19/20 we achieved strong growth in student numbers, reflecting our focus on quality and relevance. By Semester 2 the College had grown to over 1,000 students, although the semester was significantly impacted by the Covid-19 pandemic.

Qatief Female College

- The College remains one of the largest International Technical Colleges in KSA, with over 2,000 students. Semester 1 of this year had our largest ever student recruitment.
- The College continues to receive significant plaudits for the quality of education and training, including the outstanding impact that we are making within the local community to enhance the lives of young Saudi females.
- The Covid-19 pandemic not surprisingly had a significant impact on educational delivery, especially as the Eastern Province was the first region in Saudi Arabia to be locked down.
- The team quickly transitioned to online distance learning for students and this ensured that the College continued to provide high quality training to its students.
- We were proud to graduate 565 students during the year, with an excellent graduation event under the patronage of Princess Abeer bin Faisal bin Turki.
- We achieved excellent exam results for 2019/20. Performance is consistently stronger than national averages and the results demonstrate Qatief's position as one of the best colleges in KSA:
- Achievement rates for 2019/20 were:
 - Foundation: Semester 1: 73% first sits, 87% resits; Semester 2: 97% first sits, 92% resits).
 - Associate Diploma: Semester 1: 80% first sits, 74% resits; Semester 2: 99% first sits, 95% resits.
 - Diploma: Semester 1: 72% first sits; Semester 2: 100%.

Other statistics are similarly impressive: 100% On-the-Job training deployment; Attendance 92%; and Retention 92%.

REPORT OF THE GOVERNING BODY (CONTINUED)

IMPLEMENTATION OF THE STRATEGY (continued)

Riyadh Applied Engineering College (AEC)

- The College completed its tenure at the AEC in August 2020 and handed it back to the Colleges of Excellence. This completes a hugely rewarding four years at the College, during which we have provided outstanding higher education in mechanical, electronic and computer engineering.
- The College was again awarded an Institutional Review grade of 'Good' for 2019/20, reflecting the high quality of degree programme, teaching staff and our quality assurance mechanisms.
- We launched a Graduate Trainee Programme which included the six-month UK secondment for two AEC trainees. As part of the UK placement they attained an internationally recognised teaching qualification and are now employed as LCI lecturers.
- The College continued its successful partnership with the University of Hull. This includes the delivery of the Post Graduate Certificate of Academic Practice to many of our lecturers.
- Completion of additional programmes to Saudi businesses, such as the Cyber Security training course.
- In January 2020, LCI Board members attended the graduation event for 256 applied engineers at the Cultural Palace in Riyadh. This event was attended by Dr Fahad, the Chief Executive of the Colleges of Excellence as well as representatives from the UK Embassy to Saudi Arabia.
- The AEC has made an outstanding impact during our tenure. We have achieved a 98% employability rate for over 2,000 recent graduates, with a large proportion employed within the engineering sector. This helps to demonstrate the excellent impact of the College to the Saudi employment sector.

Inspection, Technology and Quality Assurance National Institute (ITQAN)

- During 2019/20 LCI bid to operate this important Saudi training institute based in Juaymah in the Eastern Province. We were delighted to secure the contract, with delivery for an initial two-year period from 2020/21.
- ITQAN is an independent training institute which is the result of a strategic partnership between Saudi Aramco (SA), the Technical & Vocational Training Corporation (TVTC) and the Colleges of Excellence.
- The ITQAN offers inspection training mainly to high school graduates to qualify them to work in the energy sector.

REPORT OF THE GOVERNING BODY (CONTINUED)

IMPLEMENTATION OF THE STRATEGY (continued)

China

- During 2019/20 we transitioned to a remote teaching model across all of our Chinese contracts in light of Covid-19 and the restrictions on travel. However, the strength of our partnerships helped to ensure that delivery was effective and that the long-term relationships remain robust.
- We were delighted to receive Chinese governmental approval for the accountancy programme at the Guangdong Polytechnic. This will now enable the College to recruit the first cohort of students and increases the range of joint programmes across the country.
- Sichuan College of Architectural Technology (SCAT):
 - Student recruitment was strong during 2019/20 with over 300 students starting the three-year construction programme.
 - Quality of delivery is high, with students now benefitting from the new modules as part of the City and Guilds accreditation.
- Chengdu Polytechnic:
 - Excellent feedback on the quality of the accountancy course, especially the current two accountancy teachers.
 - Student recruitment of 76 for 2019/20 is line with the previous year's intake, with discussions ongoing to grow this further.
- Chengdu Industry and Trade:
 - We welcomed our first intake of students on to the programme in this academic year.
 - The e-commerce programme will provide an English language-based course on important subjects, including international business.
- 'Import' education:
 - The College achieved strong growth in the Norwegian A-level programme during 2019/20, with 30 students coming to the UK to study. Unfortunately, the Covid-19 pandemic meant that the programme had to be suspended during early 2020 and is currently on hold.

Other international delivery

- The international programme with Romania is steadily moving forward, including a visit by our Engineering lead to Cluj to provide a Training Needs Assessment for the first cohort of trainees.
- Caribbean: The two-year capability programme with the DfID across four of the Eastern Caribbean Islands concluded during the academic year, with the potential for further work. The programme has been a success, providing much needed training support and coaching across Dominica, Grenada, St Lucia and St Vincent & the Grenadines. As a result, we have made a significant impact in helping to raise educational quality in challenging social and economic conditions.
- Qatar: The College continues to deliver the translation services programme for Qatari Air Force pilot training in the UK.

REPORT OF THE GOVERNING BODY (CONTINUED)

IMPLEMENTATION OF THE STRATEGY (continued)

UK Commercial

The College continues to have an excellent breadth of UK commercial ventures which are providing a net contribution to Lincoln College to reinvest in education and training. The Covid-19 restrictions in the second half of the academic year had a significant impact across many areas and this affected delivery. Points of note includes:

- Lincoln City Football Club – we continue to provide match day catering which provides our students with excellent work experience opportunities and is enhancing our partnership with this important community club. The quality of provision is excellent and is receiving many plaudits from customers. While the match day supporter catering stopped due to Covid, we have started providing catering to the first team for away matches and at the training ground.
- Lincoln College catering – brought back in-house in July 2019 and this has been a resounding success. The quality of the food is excellent, with more students choosing to eat healthy and nutritious food for a good price on campus. As a result, revenues were significantly higher than previous years prior to the Covid-19 impact.
- Morton Hall Immigration Removal Centre – our education team delivered the first year of the new partnership with PeoplePlus as part of the Prison Education Framework. The service continues to be rated highly and we were delighted that in late 2019 the inspection by HMIP maintained the department's grade four rating (the highest grade achievable). The report was extremely positive about the department and the quality of the provision, noting regular consultation with residents had enabled the curriculum to be relevant and developed further from the previous inspection in 2016. This means that the College is continuing to make a real difference to the lives of often vulnerable individuals.
- Deans Sport and Leisure: In November 2019 the College reopened a refurbished gym following investment in new equipment and branding. This included the introduction of TapKit, an innovative online tutorial app. As a result, we have enhanced the College's contribution to the health and well-being for our students, staff and residents of Lincolnshire.

Collaborations

- The College continues to explore opportunities to work with other stakeholders in order to strengthen education and training provision. This includes:
 - Continued collaboration with the Grimsby Institute Group (GIG) in relation to apprenticeships, for example, peer support through the Strategic College Improvement Fund programme.
 - The broadening of our partnership with the University of Hull, both in the UK and also to support operations in KSA.
 - A new partnership with ZBC College from Denmark, one of the best catering and hospitality Colleges in Europe.
 - In addition, the College has invested significant effort to grow collaborative partnerships with local businesses which align to key strategic priorities, such as the LEP Local Industrial Strategy. This approach is helping to support the growth of the College's micro-colleges, notably Air and Defence, Construction, Care and Policing.
- Many other collaboration models continue to form, building on partnerships such as those arising from the Midlands Engine Export Champion Initiative, and events such as those managed recently by the Lincoln College Group involving the Department of International Trade and the China British Business Council.

REPORT OF THE GOVERNING BODY (CONTINUED)

LEARNER NUMBERS AND FUNDING

In 2019-2020 the College has delivered activity that has produced £20,662,000 from core funding body allocations.

The College had approximately 9,640 learners enrolled on its programmes.

The total number of 16-19 ESFA funded learners in 2019-2020 was 2,958. Income received of £12,079,000 was lagged based on 2018-2019 student numbers.

The number of funded Adult Non-Apprenticeship learners in 2019-2020 was 4,565 and income from Other Adult Skills totalled £3,359,000.

The total number of 16-18 apprentices for 2019-2020 was 743.

The total number of adult apprentices in learning for 2019-2020 was 835.

The income earned from apprenticeships for 2019-2020 was £4,029,000.

The total number of higher education learners in 2019-2020 was 539 with Higher Education fee income totalling £2,784,000 and Office for Students funding income of £307,000.

Performance indicators

Key performance indicator	Lincoln College Consolidated result 2019/20
Operating surplus	7.0%
Staff costs as % of income	67.1%
Adjusted current ratio	2.0
Borrowing as % of income	36.8%
Financial Health Score	Outstanding

FINANCIAL POSITION

The Education and Skills Funding Agency (ESFA) approach to assessing the financial health of Colleges is set out in the Financial Planning Handbook (published in June 2020). The ESFA confirmed on 14 September 2020 that the College had achieved the financial health grade of 'Good' for 2018/19, the College is forecasting the below;

2019/20 'Outstanding' Based on financial results and health grade assessment

2020/21 'Good' Based on self-assessed Financial plan health grade assessment

Financial Results

Headlines

The financial results for the year 2019/20 were very strong (see below for the highlights). Despite the impact of Covid-19 the College ended the year with a set of results that provides resilience and that has built on the previous years of strong financial performance. The College has moved into the (Self-Assessed) 'Outstanding' Financial health Grade and begins 2020-21 from a position of strength. Many pipeline projects are being developed and progressed that aim to yield both capital and revenue investment into 2020-21 and beyond.

The Income and Expenditure results rank highly by sector benchmarks and liquidity levels are high with a year end cash balance of £10.5m and Cash days standing at 134. The College has a strong relationship with its bankers and UK Export Finance and continues to have in place contingency funding through a series of facilities to further bolster the cash holding. This provides flexibility to support the development of new opportunities and the ability to react to any potential adverse circumstances in the future.

REPORT OF THE GOVERNING BODY (CONTINUED)

FINANCIAL POSITION (CONTINUED)

The balance of good levels of working capital, ring-fenced long-finance capital and options to extend facilities brings strength to the Group Balance Sheet.

Several capital projects were paused during the year due to the restrictions placed on the College as a result of the Covid-19 pandemic. This was due to the availability of labour through construction companies and supply chain blockages that reduced the availability of construction materials. Any sources of funding that originally applied to those projects remains available, and all projects have restarted with negotiated final delivery dates. This allows the movement of funds from cash to fixed asset investment and enables the draw-down of externally sourced funding.

During the year the proportion of ESFA funding to total income was 33%.

For 2019-2020 the Lincoln College Group ended the year with an operating deficit of £0.35m (2018/19 surplus of £1.34m).

Total income for the year amounted to £60m (2018/19 £53m) relating to continuing operations with £21m (2018/19 £20m) from funding bodies, £37.0m (2018/19 £31.2m) from tuition fees and education contracts and £1.9m (2018/19 £1.3m) from other income. The College group has accumulated reserves of £13.8m (2018/19 £20.5m) including pension deficits and a year-end cash balance of £10.5m (2018/19 £19.7m).

Tangible fixed assets additions during the year amounted to £2.0m, this was split between land and buildings £0.3m and equipment £1.7m.

Cash outflow from operating activities was £3.5m (2018/19 inflow £10.2m), with a decrease in cash in the year of £9.3m.

The financial health of the College Group has increased from 'Good' to 'Outstanding', with sufficient reserves to respond to new opportunities.

In these financial statements the College has recognised:

100% ownership of Lincoln Academy Limited, the subsidiary is a property rental and investment company, owning 99% of the share capital of Lincoln College International LLC.

100% ownership of FE Resources (Lincoln) Limited, the subsidiary company used to procure and process manage the use of visiting Associated Lecturing staff and other staff ancillary to teaching.
100% ownership of Deans Sports, Health and Management Company Limited, established for the management of the many commercial aspects of Deans Sport, Health and Leisure Centre, ensuring that the College maintains a strong community and social footprint throughout the year.

100% ownership of Lincoln College Corporate Support Solutions Limited, established to provide support services across the group, owning 1% of the share capital of Lincoln College International LLC.

50% ownership of the assets and trading results of the Joint Venture Partnership, Greater Lincolnshire Apprenticeships Limited with the Grimsby Institute Group (GIG). The financial results of Greater Lincolnshire Apprenticeships Limited were not material for incorporation into the 2019/20 consolidated Group Financial Statements.

The activities and financial performance of all other subsidiary companies above have been appropriately consolidated in these financial statements.

REPORT OF THE GOVERNING BODY (CONTINUED)

FINANCIAL POSITION (CONTINUED)

Monitoring the financial impact of Covid-19

The College established a system of reporting the financial impact of Covid-19 as soon as it became possible to estimate the effects with any level of reliability. The Monthly Management Accounts now incorporate a separate section showing potential and confirmed in-year income downturns, additional expenditure (for example provision of PPE, consumables and additional cleaning) and the impact on capital projects.

Regular updates of this information were provided to the ESFA and were shared with other providers in the spirit of cooperation and to ensure lessons learned could be trapped and acted upon.

The estimated loss of income in 2019-20 amounted to £833,000, with additional exceptional expenditure of £955,000. The anticipated receipt of funds in relation to the Ravensdale Development (budgeted in 2019-20) were moved into 2020-21. The ongoing impact of the pandemic has been factored into the forecast outturns for the financial year 2020-21.

Financial Objectives

The strategic financial objectives of the College for 2019/21 (in line with the approved Two Year Finance Plan) are detailed below;

- achieve an operating surplus on the income and expenditure account throughout the life of the plan in excess of the sector benchmark of > 3% of total income.
- achieve an education specific Group EBITDA greater than 7% of total income.
- maintain working capital and current ratio at greater than 1.5 to 1.
- ensure that payroll expenditure is controlled at a level that is appropriate for a wide range of delivery models, and in line with the delivery of the Strategy.
- deploy resources into opportunities for growth, and multiply efforts in those areas of the business that yield a positive financial contribution.

A formal review of current financial performance in year (2020-21) will take place in January 2021 to assess the outturns to July 2021 and to inform the Finance Record due to the ESFA.

Treasury policies and objectives

Treasury management is the management of the College's cash flows, its banking, money market and capital market transactions, the effective control of the risks associated with those activities, and the pursuit of optimum performance consistent with those risks.

Short term borrowing for temporary revenue purposes is authorised by the Accounting Officer in line with financial regulations (fully updated and approved in December 2020). All other borrowing requires the authorisation of the Corporation.

Formal Treasury Management reports are produced twice per year for consideration by the Finance Committee. However, reference to the Groups Treasury Management activities are a regular feature of the Group monthly management accounts.

REPORT OF THE GOVERNING BODY (CONTINUED)

FINANCIAL POSITION (CONTINUED)

Cash flows and liquidity

The Group had a cash outflow of £9.3m during 2019-2020. Significant working capital facilities have been secured for potential future use and is a further indicator of a strong working relationship with the College bankers. Recently achieving several years of EBITDA in excess of national benchmarks, significant levels of loan repayments, including the full and final settlement of borrowing in the Kingdom of Saudi Arabia in year, and planned for continued strong financial results secures the financial future of the College whilst protecting the restricted reserve for specific targeted investment.

Reserves policy

The Group has an implied reserves policy by virtue of the targets and key assumptions detailed in the financial plans (2019-2021), and clearly recognises the importance of reserves in maintaining the overall financial stability for the Group, ensuring that there are adequate reserves to support the College's core activities.

The College Group reserves include £80k held as restricted reserves. As at the balance sheet date the Income and Expenditure reserve stands at £7.9m (2019: £17.2m).

Financial health

The current and planned financial health of the Group is as follows:

Financial Results						TBC	Target
2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Satisfactory	Satisfactory	Satisfactory	Good	Good	Good	Outstanding	Good

REPORT OF THE GOVERNING BODY (CONTINUED)

FUTURE DEVELOPMENTS

In line with the Lincoln College Strategy 2019/21 the core objectives include the following;

- Delivery of the 2020/21 budget, securing a financial health grade of at least “Good” – current self-assessment of ‘Outstanding’
- Delivery of a 5 year capital programme related to infrastructure, IT and classroom based equipment, particularly in response to the current pandemic situation and increased online and blended delivery models
- Completion of the partial sale and extensive redevelopment of the Ravendale sports facility
- Delivery of the comprehensive UK property strategy completed in 2020
- Undertake a second annual College review in order to test and improve our Self Assessment Review (SAR) and provide opportunities to develop staff and governors
- Implement the Institute of Technology (IoT) and Gibney capital projects to deliver the first programmes during 2021 based on updated timescales in response to the capital project pause initiated during 2019/20
- Introduce and deliver a new leadership programme (Determined to Lead) for all leaders
- Undertake a training needs analysis for Board of Corporation Governors and create a development programme to address any knowledge and skills gaps
- Introduce a new framework for the recruitment, selection, induction and development of new leaders
- To secure longer term contracts at our existing KSA Colleges, to explore opportunities for new contracts and to continue to seek other business development opportunities both in the UK and overseas

Newark Towns Fund Projects

The College has two projects incorporated into the Newark Town Investment Plan which has been submitted to central government for Town Funds.

Firstly, having successfully delivered the Construction College in Lincoln and Gainsborough, the College is expanding the concept to Newark with plumbing, gas testing and expanded bricklaying facilities. These facilities will widen the curriculum and meet the needs of the local employment market, whilst increasing aspiration for the youth of Newark and providing skills for the local workplace. The Construction Expansion will be open in mid-2021 in time for the next intake of students in September 2021.

Secondly, the College is leading the development of the first International Air and Space Training Institute (IASTI). Focused initially on aviation engineering, airfield operations and pilot training, it will eventually cover all areas of the industry, including aligned areas such as logistics. This is not just a college programme as it encompasses all types of training at all skills levels with multiple provider types – educational and industry.

Thus, it is transformative in its ability to regenerate a town by locating a facility normally found at an airport or airfield into the middle of Newark; right where people need it to be incorporating the latest training techniques and equipment in a bespoke new facility funded by the Towns Fund.

The first cohort of students will commence in interim facilities in September 2021. The main building is scheduled to come online in 2023 offering both further and higher education pathways directly into industry.

The College has also signed a MoU with the Newark YMCA to provide training at their new facility, which is scheduled to open in 2022, subject to funding being agreed in the Newark Towns Fund. The College is working closely with the YMCA to maximise the social value of this new facility for all ages.

REPORT OF THE GOVERNING BODY (CONTINUED)

FUTURE DEVELOPMENTS (CONTINUED)

Environmental

The College has the aspiration to launch a Sustainable, Green College in 2021. This would have three aspects; firstly, to adopt some of the UN Sustainable Development Goals into the College's strategy to inculcate sustainable climate emergency action into all aspects of college life; secondly, the College would provide a focus for specific training offering opportunities for business, youth and adults to qualify in specific sustainable areas; and finally, new staff would be able to advise and assist wider curriculum areas in developing sustainability aspects to their curriculum.

A launch of a comprehensive sustainability policy is planned during 2021 to underpin the above aspiration.

STAFF AND STUDENT INVOLVEMENT

Students and staff are represented on College Committees and on the Board of the Corporation by staff and student governors. There are two staff governors, academic and non-academic. The students are represented by an HE student, an FE student and an Apprentice Student. Termly Student Council meetings are held with input from class and course student representatives. Staff are formally represented termly at the Joint Consultation and Negotiation Committee with the recognised Trade Unions.

Lincoln College Group continues to move forward in terms of communication and engagement. The Group operates Workplace by Facebook, giving all staff a mobile data solution to internal communications, enabling them to communicate in groups across projects and to broadcast on an organisation-wide basis via text, video and live-streaming.

RESOURCES

The College Group has various resources that it can deploy in pursuit of its strategic objectives. Tangible resources include the buildings that the College currently operates from, serving the needs of a wide range of learners and employers across Lincolnshire and Nottinghamshire. Other resources are detailed below.

Financial

The College Group has £11.1m of net assets (including £18.5m pension liability) at the Balance Sheet date.

People

The College Group employs 1,188 people of whom 619 in note 7 are teaching staff.

Key financial assets

The College has a fixed asset base amounting to £49m and cash reserves of £10m as at the year end 2019/20.

REPORT OF THE GOVERNING BODY (CONTINUED)

Key financial assets (continued)

The Estate comprises ownership of 3 campuses in the UK, including land and buildings. The College also operates from several leased properties in the UK. A comprehensive Property Strategy was developed during the year that provides details of the utilisation, condition and suitability of current usage. The data derived from the exercise involved obtaining external advice and assurance, including surveys and professional cost plans. Consultancy support was commissioned to articulate a wide variety of potential proposals to improve the College Estate in the interests of learners, staff and other key stakeholders. The College was recently approved for a Capital Improvement Grant of £1.03m and those funds are to be used to directly address some of the areas requiring improvement (as identified in the Property Strategy) during 2020/21.

Local and regional reputation

Please refer to the reputation section under key risks and uncertainties.

Events after the reporting period

There were no post balance sheet events.

PRINCIPAL RISKS AND UNCERTAINTIES

Reputation

The College has a good reputation locally, regionally, and internationally. Maintaining a quality brand is essential for the College's success in attracting students and building external relationships.

The College has undertaken further work during the year to develop and embed the system of internal control, including financial, operational and risk management which is designed to protect the College's assets and reputation.

The Risk Management Group undertakes a comprehensive review of the risks to which the College is exposed. They identify systems and procedures, including specific preventable actions which should mitigate any potential impact on the College. The internal controls are then implemented and the subsequent year's appraisal will review their effectiveness and progress against risk mitigation actions. The Risk Management Group will also consider any risks which may arise as a result of a new area of work being undertaken by the College. The Annual Report of the Risk Management Group highlights the work of the Group throughout the year and during 2019/20 there has been a clear focus on ensuring risks, mitigating factors and associated impacts are clearly and transparently reported.

A risk register is maintained at the Group level which is continually monitored by the Audit Committee. The risk register identifies the key risks, the likelihood of those risks occurring, their potential impact on the College and the actions being taken to reduce and mitigate the risks. Risks are prioritised using a consistent scoring system. An annual report on Risk is also considered by the Board of Corporation of Lincoln College.

In terms of the effectiveness of the policies and processes to manage, report on, and mitigate risks, the College instructed its internal auditors to carry out a review during 2019/20. The review of the Risk Management Framework concluded:

The Colleges Internal Audit Team undertook a review of Risk Management Processes during 2019/20. This resulted in an assurance grade of 'Substantial' with twelve areas of good practice noted

Outlined below are the principal risk factors that may affect the College. Not all the factors are within the College's control. Other factors besides those listed below may also adversely affect the College.

REPORT OF THE GOVERNING BODY (CONTINUED)

Reputation (continued)

- Financial Health
- Business Continuity
- Achievement of Student Recruitment Targets
- Regulatory Compliance
- Quality of Outcomes for Learners

The regulatory, taxation and supplier payment frameworks in the Kingdom of Saudi Arabia differ from those of the UK and this is recognised in the College's approach to the risk management of business matters in the Kingdom, including taking advice from local professionals to support College management's understanding of these areas. This is particularly relevant given the significant contribution that international provision brings to the Group results. All known tax provisions are fully accounted in line with advice from our independent advisors and cashflow forecasts take account of the timing of receipts which are not as structured as the College's other operating activities.

STAKEHOLDER RELATIONSHIPS

In line with other Colleges and Universities, the College has many stakeholders. These include:

- Staff and Students
- Local, Regional and National Employers
- Funding Bodies
- FE Commissioner
- Local Authorities
- The Local Community
- The Local Enterprise Partnership
- Members of Parliament
- Government Offices & Departments
- Other FE institutions, Universities and Schools
- Trade Unions
- Professional bodies

The College recognises the importance of these stakeholders and engages in regular communication with them through a wide range of forums and media.

EQUALITY AND EMPLOYMENT OF DISABLED PEOPLE

The College is committed to ensuring equality of opportunity for all who learn and work here. The College's Equality and Diversity Policy is reviewed on a planned basis and updated as required. We respect and value positively differences in race, gender, sexual orientation, disability, religion or belief marriage and civil partnership, pregnancy and maternity, gender reassignment and age. We strive vigorously to remove conditions which place people at a disadvantage and we will actively combat bigotry.

The College publishes an Annual Equality Report and Equality Objectives to ensure compliance with all relevant equality legislation, specifically the Equality Act 2010. The College also considers equality and diversity issues in respect of its decisions, policies, procedures and practices.

The College has committed to the 'Mindful Employer' initiative to assist the mental health and wellbeing of staff. The College regularly provides opportunities for staff to refresh their knowledge on equality and diversity issues and all new starters undergo training as part of an induction programme.

The College is a 'Disability Confident Employer' and has committed to the principles and objectives of the standard having undertaken a successful review in September 2019 (valid to September 2021). The College considers all employment applications from disabled persons, bearing in mind the aptitudes of the individuals concerned, and guarantees an interview to any disabled applicant who meets the essential criteria for the post. The College's policy is to provide training, career development and opportunities for promotion which, as far as possible, provide identical opportunities to those of non-disabled employees.

REPORT OF THE GOVERNING BODY (CONTINUED)

EQUALITY AND EMPLOYMENT OF DISABLED PEOPLE (CONTINUED)

The College has committed to the 'Mindful Employer' initiative to assist the mental health and wellbeing of staff. The College regularly provides opportunities for staff to refresh their knowledge on equality and diversity issues and all new starters undergo training as part of an induction program.

DISABILITY STATEMENT

The College seeks to achieve the objectives set down in the Equality Act 2010:

- a) The College has a range of specialist equipment, such as radio aids, mobile hoists, Dictaphones, alpha-smart etc. which the College can make available for use by students. Where specific equipment is required we would look to purchase/hire this on an individual basis.
- b) The College publishes its Admissions Policy. Within this policy there is a specific section on support of SEND students. Students have the opportunity to appeal against decisions made within the admissions policy.
- c) The College employs a Head of Student Services who is a qualified SENCO, a dedicated SEND Manager and a number of Assessment and Support Co-ordinators. There are a number of Learning Support Assistants who can provide a variety of support for learning.
- d) Specialist programmes are described in College prospectuses, and achievements and destinations are recorded and published in the standard College format.
- e) Students are advised on the variety of pastoral support that is available at open evenings, induction and information is also available within the college prospectus, website and on Moodle.
- f) The College employs an Equality and Diversity Officer to support the College working towards the three aims of the general equality duty; eliminate unlawful discrimination, advance equality of opportunity and foster good relations.
- g) The College has carried out an extensive audit of all its internal and external electronic systems to ensure compliance with new accessibility regulations. This has led to a significant redesign of the College website to improve accessibility.

Trade union facility time

The Trade Union (Facility Time Publication Requirements) Regulations 2017 require the College to publish information on facility time arrangements for trade union officials at the College.

Numbers of employees who were relevant trade union representatives for the period	FTE employee number
5	5

Percentage of time	Number of employees
0%	0
1-50%	5
51-99%	0
100%	0

Total cost of facility time	£26,279
Total pay bill	£20,085,772
Percentage of total bill spent on facility time	0.13%

Time spent on paid trade union activities as a percentage of total paid facility time	20.03%
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REPORT OF THE GOVERNING BODY (CONTINUED)

Going Concern

- The UK finance team produce a 24-month rolling cashflow that forecasts the cash position from current period actuals to 24 months ahead. This is updated each month to take account of actual results and is adjusted to reflect the current known risks around forward cashflows.
- The monthly management accounts are extensive and provide detailed analysis and context around each funding stream and all pay and non-pay cost classifications. Monthly management accounts are produced to a strict timetable, and, following detailed reviews with all budget holders and the Executive Leadership Team place great focus on the quality of forecast outturns and action plans to address any variance from budget.
- Following the recent introduction of the new ESFA financial reporting template the College will be producing monthly integrated forecasts for a 4-year period.
- The Group has the ability to repay debts as they fall due and has in place strong levels of working capital. The College as at 31 July 2020 has no facilities or term debt in the Kingdom of Saudi Arabia.
- The UK term loan of £5.6m was fully repaid during 2018/19 and no new long-term finance has been entered into with the bank.
- The long term finance transaction undertaken during 2018/19 significantly increased the College's resilience, evidenced by a strong improvement to current ratio and high levels of forecast cash days.
- The College will utilise its available reserves across a range of projects that improve the condition of the UK estate, invest in resources to further improve the learner experience and to invest in innovation in order to achieve a return on investment.
- The College will build on the recently allocated £1.03m Estates Improvement Fund by applying for a share of the £1.3bn Capital for FE Programme (details of the methodology for applying for these funds are expected during 2021).

The Group enjoys a strong working relationship with its bankers and other providers of finance. This involves the sharing of key financial information and forecasts, including sensitivity analysis to model a range of (risk based) financial outcomes.

The financial impact of Covid-19 has been fully incorporated into the financial results for 2019/20 and taken account of in both the outturn forecasts for 2020/21 and the longer-term financial planning template submitted to the ESFA on 31 January 2021.

Control measures were put in place at the beginning of the pandemic to identify the financial impact and any mitigating action that could be taken as a result, this extended to inclusion of this information in the Monthly Management Accounts and ad hoc reports to the Education and Skills Agency.

The College has accessed potential sources of support throughout the year including access to the Furlough Scheme and is reviewing the potential for additional working capital via the CBILS loan scheme.

The College is fully compliant with all bank covenants where they apply and has no concerns regarding potential future breaches.

After making appropriate enquiries, the Corporation considers that the College has adequate resources to continue in operational existence for the foreseeable future, being at least the period of the cashflow forecasts to 31 July 2022. For this reason, it continues to adopt the going concern basis in preparing the financial statements.

REPORT OF THE GOVERNING BODY (CONTINUED)

DISCLOSURE OF INFORMATION TO AUDITORS

The members who held office at the date of approval of this report confirm that, so far as they are each aware, there is no relevant audit information of which the College's auditors are unaware; and each member has taken all the steps that he or she ought to have taken to be aware of any relevant audit information and to establish that the College's auditors are aware of that information.

Approved by order of the members of the Corporation on 21 January 2021 and signed on its behalf by:



Signature:

James Pinchbeck – Chair

STATEMENT OF CORPORATE GOVERNANCE AND INTERNAL CONTROL

The following statement is provided to enable readers of the annual report and financial statements of the College to obtain a better understanding of its governance and legal structure. This statement covers the period from 1 August 2019 to 31 July 2020 and up to the date of approval of the annual report and financial statements.

The College endeavours to conduct its business:

- i) In accordance with the seven principles identified by the Committee on Standards in Public Life (selflessness, integrity, objectivity, accountability, openness, honesty and leadership);
- ii) In full accordance with the guidance to Colleges from the Association of Colleges in The English Colleges' Foundation Code of Governance ("the Foundation Code"); and
- iii) Having due regard to the UK Corporate Governance Code 2018 insofar as it is applicable to the further education sector.

The College is committed to exhibiting best practice in all aspects of corporate governance and in particular the College has adopted and complied with the Foundation Code. In the opinion of the Governors, the College complies with all the provisions of the Code, and it has complied throughout the year ended 31 July 2020. We have not adopted and therefore do not apply the UK Corporate Governance Code 2018. However, we have reported on our Corporate Governance arrangements by drawing upon best practice available, including those aspects of the UK Corporate Governance Code we consider to be relevant to the further education sector and best practice.

The Corporation recognises that, as a body entrusted with both public and private funds, it has a particular duty to observe the highest standards of corporate governance at all times. In carrying out its responsibilities, it takes full account of The Code of Good Governance for English Colleges issued by the Association of Colleges in March 2015, which it formally adopted on 15 December 2015.

The College is an exempt charity within the meaning of Part 3 of the Charities Act 2011. The Governors, who are also the Trustees for the purposes of the Charities Act 2011, confirm that they have had due regard for the Charity Commission's guidance on public benefit and that the required statements appear elsewhere in these financial statements.

STATEMENT OF CORPORATE GOVERNANCE AND INTERNAL CONTROL (CONTINUED)

THE CORPORATION

The members who served on the Corporation during the year and up to the date of signature of this report were as follows. Individual categories of members (save for elected members) were discontinued under the requirements of the revised Instruments and Articles effective from 1 January 2008.

	Date of Appointment	Term of Office: Years	Date of Completion	Status of Appointment/ Membership	Committees Served	Attendance
Mr H Beeken	1 Sept 2015 1 Sept 2019	4 4		Independent	Corporation Chair: P&Q Higher Education	5 out of 7 4 out of 5 3 out of 4
Mr I Billyard	1 Sept 2019	1		Lay Governor	Perf and Quality Higher Education	5 out of 5 4 out of 4
Mrs P Bratby	25 March 2019	3		Elected Support Staff	Corporation Finance	7 out of 7 6 out of 6
Mr T Calvert	31 Oct 2017 31 Oct 2020	3 3		Independent	Corporation Finance Chair: Rem/Appr	1 out of 7 3 out of 6 5 out of 5
Mr N Cudmore	23 May 2012 28 May 2016	4 3+	31 Dec 2019	Independent	Chair: Audit Corporation	2 out of 2 1 out of 3
Mr N Everatt	31 Oct 2017	4		Independent	Corporation Perf and Quality Higher Education Rem/Appraisal	3 out of 7 3 out of 5 3 out of 4 4 out of 5
Mrs H Fluck	11 Dec 2016 11 Dec 2019	3 3		Elected Academic Staff	Corporation Perf and Quality Higher Education	4 out of 7 2 out of 5 1 out of 4
Mr T Godson	1 Sept 2019	4		Independent	Corporation Chair: Audit	6 out of 7 3 out of 3
Mr D Graham	1 Sept 2015 1 Sept 2019	4 4		Independent	Corporation Audit Perf and Quality Chair: HE	5 out of 7 2 out of 3 4 out of 5 3 out of 4
Mr G Headland	4 Aug 2014	Ex Officio		CEO/ Accounting Officer	Corporation Finance	7 out of 7 6 out of 6
Mrs N Heap	8 Jan 2020	1		HE Student	Corporation Perf and Quality Higher Education	2 out of 4 1 out of 3 1 out of 3
Miss A Knoll	9 Dec 2019	1		Apprentice Student	Corporation	3 out of 5
Mrs D Lister	1 Sept 2016	4		Independent	Corporation Audit	3 out of 5 1 out of 2
Mr N Lyons	1 Feb 2013 1 Feb 2017	4 4		Independent	Chair: Finance Corporation Rem/Appraisal	6 out of 6 7 out of 7 5 out of 5
Mr J Pinchbeck	1 Sept 2011 1 Sept 2014 1 Sept 2018 1 Sept 2020	3 4 2 3		Independent (Chair)	Corporation Finance Rem/Appraisal	7 out of 7 6 out of 6 5 out of 5
Mr M Platts	1 Sept 2017	4		Independent	Corporation Finance	6 out of 7 5 out of 6
Mr M Simpson	1 Sept 2017	3	31 August 2020	Independent	Corporation Perf and Quality Higher Education	4 out of 7 1 out of 3 0 out of 2
Mr M Speed	1 Sept 2016	4	31 August 2020	Independent	Corporation Audit	2 out of 7 1 out of 3
Mr D Wilkinson	1 Sept 2016 1 Sept 2020	4 3		Independent	Corporation Finance	4 out of 7 2 out of 6
Miss M Wojcik	28 Nov 2019	1		FE Student	Corporation	1 out of 5

STATEMENT OF CORPORATE GOVERNANCE AND INTERNAL CONTROL (CONTINUED)

THE CORPORATION (*continued*)

It is the Corporation's responsibility to bring independent judgement to bear on issues of strategy, performance, resources and standards of conduct.

The Corporation is provided with regular and timely information on the overall financial performance of the College together with other information such as performance against funding targets, proposed capital expenditure, quality matters and personnel related matters such as health and safety and environmental issues. The Corporation meets seven times a year.

The Corporation conducts its business through a number of committees. Each committee has terms of reference, which have been approved by the Corporation. These committees are Audit, Finance, Performance and Quality, Higher Education, Remuneration and Search, Training and Development. Minutes of standing committees, except those deemed to be confidential by the Corporation, are available on the College's website (www.lincolncollege.ac.uk) or from the Clerk to the Corporation at:

Lincoln College
Monks Road
Lincoln
LN2 5HQ

The Clerk to the Corporation maintains a register of financial and personal interests of the Governors. The register is available for inspection at the above address.

All Governors and the Clerk are able to take independent professional advice in furtherance of their duties at the College's expense and have access to the Clerk to the Corporation, who is responsible to the Board for ensuring that all applicable procedures and regulations are complied with. The appointment, evaluation and removal of the Clerk are matters for the Corporation as a whole.

Formal agendas, papers and reports are supplied to Governors in a timely manner, prior to Board meetings. Briefings are also provided on an ad hoc basis.

The Corporation has a strong and independent non-executive element and no individual or group dominates its decision making process. The Corporation considers that each of its non-executive members is independent of management and free from any business or other relationship which could materially interfere with the exercise of their independent judgement.

There is a clear division of responsibility in that roles of the Chair and Accounting Officer are separate.

The Board of Corporation and Committee have continued with 'business as usual' during the Covid Pandemic with meetings moving to virtual platforms, ie MS Teams.

STATEMENT OF CORPORATE GOVERNANCE AND INTERNAL CONTROL (CONTINUED)

APPOINTMENTS TO THE CORPORATION

Any new appointments to the Corporation are a matter for the consideration of the Corporation as a whole. The Corporation has a Search Committee consisting of five members of the Corporation which is responsible for the selection and nomination of any new member for the Corporation's consideration. The Corporation is responsible for ensuring that appropriate training is provided as required.

Members of the Corporation are appointed for a term of office not exceeding four years. In accordance with the AoC Code of Good Governance for English Colleges, members shall not normally serve more than two successive terms of office except where subsequently undertaking a new and more senior role, for example as Chair.

CORPORATION PERFORMANCE

The Governors complete annual self-assessments, registers of interest and skills audits. The Chair (James Pinchbeck) met with all Governors in July to carry out annual appraisals based on the self-assessments. As part of this Committee membership was restructured for the academic year 2019/20. The Board also carried out a formal review of Board Effectiveness which resulted in the performance being assessed as good or excellent in all areas covered. A focus for the next academic year is to move to 'Extraordinary Governance' and a number of governance actions, including cross-committee attendance, engagement at events and with students, and carrying out learning walks have been set out which will be monitored and reported on throughout the year. An internal audit of Corporate Governance carried out in July 2019 concluded that governance was 'strong'. The Chair of Search has analysed the Skills Audits returns and reported his findings to the Board of Corporation. The findings were used to focus a Governor recruitment exercise in Summer 2020 for the 2020/21 academic year.

REMUNERATION COMMITTEE

Throughout the year ending 31 July 2020, the College's Remuneration Committee comprised four members of the Corporation and the Chair of Lincoln College (International) LLC Board of Directors. The committee's responsibilities are to make recommendations to the Board on the remuneration and benefits of the Accounting Officer and Senior Post Holders in addition to consideration of an all staff pay award. The College has adopted the AoC's Senior Staff Remuneration Code and responded to the consultation on changes in November 2018.

Details of remuneration for the year ended 31 July 2020 are set out in Note 7 to the financial statements.

STATEMENT OF CORPORATE GOVERNANCE AND INTERNAL CONTROL (CONTINUED)

AUDIT COMMITTEE

The Audit Committee comprises five members of the Corporation (excluding the Accounting Officer and Chair). The Committee operates in accordance with written terms of reference approved by the Corporation.

The Audit Committee meets on a regular basis and provides a forum for reporting by the College's internal, regularity and financial statements auditors, who have access to the committee for independent discussion, without the presence of College management. The Committee also receives and considers reports from the main FE funding body, as they affect the College's business.

The College's internal auditors review the systems of internal control, risk management controls and governance processes in accordance with an agreed plan of input and report their findings to management and the Audit Committee.

Management is responsible for the implementation of agreed audit recommendations, and internal audit undertakes periodic follow up reviews to ensure such recommendations have been implemented.

The Audit Committee also advises the Corporation on the appointment of internal auditors, regularity reporting accountants, and financial statements auditors and their remuneration for both audit and non-audit work as well as reporting annually to the Corporation.

INTERNAL CONTROL

Scope of responsibility

The Corporation is ultimately responsible for the College's system of internal control and for reviewing its effectiveness. However, such a system is designed to manage rather than eliminate the risk of failure to achieve business objectives, and can provide only reasonable and not absolute assurance against material misstatement or loss.

The Corporation has delegated the day-to-day responsibility to the Accounting Officer for maintaining a sound system of internal control that supports the achievement of the College's policies, aims and objectives, whilst safeguarding the public funds and assets for which he is personally responsible, in accordance with the responsibilities assigned to him in the conditions of funding between Lincoln College and the funding body. He is also responsible for reporting to the Corporation any material weaknesses or breakdowns in internal control.

The purpose of the system of internal control

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness.

The system of internal control is based on an on-going process designed to identify and prioritise the risks to the achievement of College policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in Lincoln College for the year ended 31 July 2020 and up to the date of approval of the annual report and financial statements.

STATEMENT OF CORPORATE GOVERNANCE AND INTERNAL CONTROL (CONTINUED)

INTERNAL CONTROL (Continued)

Capacity to handle risk

The Corporation has reviewed the key risks to which the College is exposed, together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The Corporation is of the view that there is a formal ongoing process for identifying, evaluating and managing the College's significant risks that has been in place for the period ending 31 July 2020 and up to the date of approval of the annual report and financial statements. This process is regularly reviewed by the Corporation.

The risk and control framework

The system of internal control is based on a framework of regular management information, administrative procedures including the segregation of duties, and a system of delegation and accountability. In particular, it includes:

- budgeting systems with annual devolved budgets, which are reviewed and agreed by the governing body
- regular reviews by the governing body of periodic and annual financial reports which indicate financial performance against forecasts
- setting targets to measure financial and other performance
- clearly defined capital investment guidelines
- the adoption of formal project management disciplines, where appropriate.

Lincoln College has an internal audit service, which operates in accordance with the requirements of the ESFA's Post 16 Audit Code of Practice. The work of the internal audit service is informed by an analysis of the risks to which the College is exposed, and annual internal audit plans are based on this analysis. The analysis of risks and the internal audit plans are endorsed by the Corporation on the recommendation of the Audit Committee. The Board draw on several sources of information to strengthen the systems around internal control, this includes the work of any appointed Internal Audit firm, specific specialised reports to provide focussed assurance, and internal reports produced by the Executive Leadership Team.

STATEMENT OF CORPORATE GOVERNANCE AND INTERNAL CONTROL (CONTINUED)

Review of effectiveness

The Accounting Officer has responsibility for reviewing the effectiveness of the system of internal control. His review of the effectiveness of the system of internal control is informed by:

- the work of the internal auditors
- the work of the executive managers within the College who have responsibility for the development and maintenance of the internal control framework
- comments made by the College's financial statements auditors in their management letters and other reports.

The Accounting Officer has been advised on the implications of the result of his review of the effectiveness of the system of internal control by the audit committee which oversees the work of the internal auditor and other sources of assurance, and a plan to address weaknesses and ensure continuous improvement of the system is in place.

The Accounting Officer and Senior Management Team receive reports setting out key performance and risk indicators and consider possible control issues brought to their attention by early warning mechanisms, which are embedded within the departments and reinforced by risk awareness training. The Accounting Officer, Senior Management Team and the Audit Committee also receive regular reports from internal audit and other sources of assurance, which include recommendations for improvement. The Audit Committee's role in this area is confined to a high-level review of the arrangements for internal control. The Corporation's agenda includes a regular item for consideration of risk and control and receives reports thereon from the senior management team and the Audit Committee. The emphasis is on obtaining the relevant degree of assurance and not merely reporting by exception. At its December 2020 meeting, the Corporation carried out the annual assessment for the year ended 31 July 2020 by considering documentation from the Senior Management Team and internal audit and taking account of events since 31 July 2020.

Based on the advice of the Audit Committee and the Accounting Officer, the Corporation is of the opinion that the College has an adequate and effective framework for governance, risk management and control, and has fulfilled its statutory responsibility for "*the effective and efficient use of resources, the solvency of the institution and the governing body and the safeguarding of their assets*".

Approved by order of the members of the Corporation on 21 January 2021 and signed on its behalf by:



Signature:
James Pinchbeck – Chair



Signature:
Gary Headland – Accounting Officer

GOVERNING BODY'S STATEMENT ON THE COLLEGE'S REGULARITY, PROPRIETY AND COMPLIANCE WITH FUNDING BODY TERMS AND CONDITIONS OF FUNDING

The Corporation has considered its responsibility to notify the Education and Skills Funding Agency (ESFA) of material irregularity, impropriety and non-compliance with terms and conditions of funding, under the Corporation's grant funding agreements and contracts with the ESFA. As part of our consideration we have had due regard to the requirements of the grant funding agreements and contracts with the ESFA.

We confirm on behalf of the Corporation, that after due enquiry, and to the best of our knowledge, we are able to identify any material irregular or improper use of funds by the Corporation, or material non-compliance with the terms and conditions of funding under the Corporation's grant funding agreements and contracts with the ESFA or any other public funder.

We confirm that no instances of material irregularity, impropriety or funding non-compliance have been discovered to date. If any instances are identified after the date of this statement, these will be notified to the ESFA.



Signature:
J Pinchbeck – Chair



Signature:
G Headland – Accounting Officer

STATEMENT OF RESPONSIBILITIES OF THE MEMBERS OF THE CORPORATION

The members of the Corporation are required to present audited financial statements for each financial year.

Within the terms and conditions of the Corporation's conditions of funding with the ESFA and any relevant funding bodies, the Corporation, through its Accounting Officer, is required to prepare financial statements for each financial year in accordance with the *Statement of Recommended Practice – Accounting for Further and Higher Education FE HE SORP* and with the *College Accounts Direction 2019 to 2020* issued by the ESFA, and which give a true and fair view of the state of affairs of the Corporation and the result for that year.

In preparing the financial statements, the Corporation is required to:

- select suitable accounting policies and apply them consistently
- make judgements and estimates that are reasonable and prudent
- state whether applicable Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- assess whether the corporation is a going concern, noting the key supporting assumptions qualifications or mitigating actions as appropriate
- prepare financial statements on the going concern basis unless it is inappropriate to assume that the Corporation will continue in operation.

The Corporation is also required to prepare a Report of the Governing Body which describes what it is trying to do and how it is going about it, including the legal and administrative status of the Corporation.

The Corporation is responsible for keeping proper accounting records, which disclose with reasonable accuracy, at any time, the financial position of the Corporation and to enable it to ensure that the financial statements are prepared in accordance with the relevant legislation including the Further and Higher Education Act 1992 and Charities Act 2011, and relevant accounting standards. It is responsible for taking steps that are reasonably open to it to safeguard assets of the Corporation and to prevent and detect fraud and other irregularities.

The maintenance and integrity of the Corporation website is the responsibility of the Corporation of the College; the work carried out by the auditors does not involve consideration of these matters and, accordingly, the auditors accept no responsibility for any changes that may have occurred to the financial statements since they were initially presented on the website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the Corporation are responsible for ensuring that expenditure and income are applied for the purposes intended by Parliament and that the financial transactions conform to the authorities that govern them. In addition they are responsible for ensuring that funds from the ESFA and any other public funds are used only in accordance with ESFA'S grant funding agreements and contracts and any other conditions that may be prescribed from time to time by the ESFA or any public funder. Members of the Corporation must ensure that there are appropriate financial and management controls in place to safeguard public and other funds and to ensure they are used properly. In addition, members of the Corporation are responsible for securing economical, efficient and effective management of the Corporation's resources and expenditure, so that the benefits that should be derived from the application of public funds from the ESFA and other public bodies are not put at risk.

Approved by order of the members of the Corporation on 21 January 2021 and signed on its behalf by:



Signature:
J Pinchbeck – Chair

INDEPENDENT AUDITOR'S REPORT TO THE CORPORATION OF LINCOLN COLLEGE

Opinion

We have audited the financial statements of Lincoln college (the 'College') and its subsidiaries (the 'Group') for the year ended 31 July 2020 which comprise the consolidated and college statements of comprehensive income, the consolidated and college balance sheets, the consolidated and college statements of changes in reserves, the consolidated statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Group's and of the College's affairs as at 31 July 2020 and of the Group's surplus and the College's deficit of income over expenditure for the year then ended; and
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and college in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the governors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the governors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or the college's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The other information comprises the information included in the Report and Financial Statements other than the financial statements and our auditor's report thereon. The governors are responsible for the other information. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Office for Students' Accounts Direction

In our opinion, in all material respects:

- funds from whatever source administered by the college for specific purposes have been properly applied to those purposes and managed in accordance with relevant legislation;
- funds provided by the Office for Students, UK Research and Innovation (including Research England), the Education and Skills Funding Agency and Department for Education have been applied in accordance with the relevant terms and conditions; and

the requirements of the Office for Students' accounts direction for the relevant year's financial statements have been met.

INDEPENDENT AUDITOR'S REPORT TO THE CORPORATION OF LINCOLN COLLEGE (CONTINUED)

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Post-16 Audit Code of Practice 2019 to 2020 issued by the Education and Skills Funding Agency requires us to report to you if, in our opinion:

- adequate accounting records have not been kept;
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations required for our audit.

We have nothing to report in respect of the following matters where the Office for Students' accounts direction requires us to report to you if:

- the College's grant and fee income, as disclosed in the note to the accounts, has been materially misstated.
- The College's expenditure on access and participation activities for the financial year has been materially misstated.

Responsibilities of the Corporation of Lincoln College

As explained more fully in the Statement of the Corporation's Responsibilities set out on page 30, the Corporation is responsible for the preparation of financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Corporation determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Corporation is responsible for assessing the Group's and the College's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Corporation either intend to liquidate the Group or the College or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: <http://www.frc.org.uk/auditorsresponsibilities> This description forms part of our auditor's report.

Use of our report

This report is made solely to the Corporation, as a body, in accordance with the Funding Agreement published by the Education and Skills Funding Agency and our engagement letter dated 26 October 2020. Our audit work has been undertaken so that we might state to the Corporation, as a body, those matters we are engaged to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Corporation, as a body, for our audit work, for this report, or for the opinions we have formed.

RSM UK AUDIT LLP

Chartered Accountants
St Phillips Point
Temple Row
Birmingham
West Midlands
B2 5AF

Date

**CONSOLIDATED AND COLLEGE STATEMENT OF COMPREHENSIVE
INCOME FOR THE YEAR ENDED 31 JULY 2020**

	Notes	2020		2019	
		Group £'000	College £'000	Group £'000	College £'000
INCOME					
Funding body grants	3	20,662	20,662	20,441	20,441
Tuition fees and education contracts	4	36,996	5,329	31,272	5,502
Other income	5	1,959	4,412	1,305	4,159
Interest receivable and similar income	6	214	101	140	77
Total income		<u>59,831</u>	<u>30,504</u>	<u>53,158</u>	<u>30,179</u>
EXPENDITURE					
Staff costs	7	40,168	23,677	35,288	21,997
Other operating expenses	8	12,217	8,452	12,158	7,515
Depreciation	11	2,238	1,905	2,468	1,911
Interest and other finance costs	9	1,047	733	949	437
Total expenditure		<u>55,670</u>	<u>34,767</u>	<u>50,863</u>	<u>31,860</u>
Surplus/(deficit) before other gains and losses		4,161	(4,263)	2,295	(1,681)
Loss on disposal of tangible fixed assets		(17)	-	(106)	-
Surplus/(deficit) before tax		4,144	(4,263)	2,189	(1,681)
Taxation	10	(4,497)	-	(853)	-
(Deficit)/surplus for the year		(353)	(4,263)	1,336	(1,681)
Exchange rate movements		(182)	-	(288)	-
Re-measurement of net defined benefit pension liability	19	(8,823)	(8,823)	(3,730)	(3,730)
Other Comprehensive income for the year		<u>(9,005)</u>	<u>(8,823)</u>	<u>(4,018)</u>	<u>(3,730)</u>
Total Comprehensive income for the year		<u>(9,358)</u>	<u>(13,086)</u>	<u>(2,682)</u>	<u>(5,411)</u>
Unrestricted comprehensive income for the year		(9,358)	(13,086)	(2,682)	(5,411)
		(9,358)	(13,086)	(2,682)	(5,411)
(Deficit)/surplus for the year attributable to the Corporation of the College		(353)	(4,263)	1,336	(1,681)
Total Comprehensive Income for the year attributable to Corporation of the College		<u>(9,358)</u>	<u>(13,086)</u>	<u>(2,682)</u>	<u>(5,411)</u>

CONSOLIDATED AND COLLEGE BALANCE SHEETS AS AT 31 JULY 2020

	Notes	Group 2020 £'000	College 2020 £'000	Group 2019 £'000	College 2019 £'000
Fixed assets					
Tangible assets	11	48,886	48,227	49,191	48,132
Investments	12	2	2	2	2
		<u>48,888</u>	<u>48,229</u>	<u>49,193</u>	<u>48,134</u>
Current assets					
Debtors	13	18,659	2,701	7,192	2,461
Cash at bank and in hand		10,470	10,146	19,723	15,852
		<u>29,129</u>	<u>12,847</u>	<u>26,915</u>	<u>18,313</u>
Current liabilities					
Creditors – amounts falling due within one year	14	(16,555)	(5,174)	(15,539)	(7,487)
		<u>12,574</u>	<u>7,673</u>	<u>11,376</u>	<u>10,826</u>
Net current assets					
		<u>61,462</u>	<u>55,902</u>	<u>60,569</u>	<u>58,960</u>
Total assets less current liabilities					
Creditors – amounts falling due after more than one year	15	(30,098)	(30,098)	(29,470)	(29,470)
Provisions for liabilities					
Defined benefit pension scheme	19	(18,486)	(18,486)	(9,124)	(9,124)
Other provisions	16	(1,736)	(1,513)	(1,475)	(1,475)
		<u>11,142</u>	<u>5,805</u>	<u>20,500</u>	<u>18,891</u>
Total net assets					
Reserves					
Restricted reserves					
Income and expenditure reserve – endowment fund		80	80	80	80
Unrestricted Reserves					
Income and expenditure reserve		7,922	2,585	17,235	15,626
Revaluation reserve		3,140	3,140	3,185	3,185
		<u>11,062</u>	<u>5,725</u>	<u>20,420</u>	<u>18,811</u>
Attributable to the College Corporation and total unrestricted reserves					
		<u>11,142</u>	<u>5,805</u>	<u>20,500</u>	<u>18,891</u>
Total reserves					

The financial statements on pages 33 to 64 were approved and authorised for issue by the Corporation on 21 January 2021 and were signed on its behalf on that date by:



J Pinchbeck
Chair



G Headland
Accounting Officer

CONSOLIDATED AND COLLEGE STATEMENT OF CHANGES IN RESERVES FOR THE YEAR ENDED 31 JULY 2020

	Attributable to College Corporation			Total
	Endowment fund	Income and expenditure reserve	Revaluation reserve	
Group	£'000	£'000	£'000	£'000
Balance at 1 August 2018	80	19,872	3,230	23,182
Surplus for the year	-	1,336	-	1,336
Other comprehensive income	-	(4,018)	-	(4,018)
Transfers between revaluation and income and expenditure reserves	-	45	(45)	-
Total comprehensive income for the year	-	(2,637)	(45)	(2,682)
Balance at 31 July 2019	80	17,235	3,185	20,500
Deficit for the year	-	(353)	-	(353)
Other comprehensive income	-	(9,005)	-	(9,005)
Transfers between revaluation and income and expenditure reserves	-	45	(45)	-
Total comprehensive income for the year	-	(9,313)	(45)	(9,358)
Balance at 31 July 2020	80	7,922	3,140	11,142
College	Endowment fund	Income and expenditure reserve	Revaluation reserve	Total
	£'000	£'000	£'000	£'000
Balance at 1 August 2018	80	20,992	3,230	24,302
Deficit for the year	-	(1,681)	-	(1,681)
Other comprehensive income	-	(3,730)	-	(3,730)
Transfers between revaluation and income and expenditure reserves	-	45	(45)	-
Total comprehensive income for the year	-	(5,366)	(45)	(5,411)
Balance at 31 July 2019	80	15,626	3,185	18,891
Deficit for the year	-	(4,263)	-	(4,263)
Other comprehensive income	-	(8,823)	-	(8,823)
Transfers between revaluation and income expenditure reserves	-	45	(45)	-
Total comprehensive income for the year	-	(13,041)	(45)	(13,086)
Balance at 31 July 2020	80	2,585	3,140	5,805

**CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED
 31 JULY 2020**

	Notes	2020 £'000	2019 £'000
Operating activities			
Cash (used in)/generated from operations	18 a)	(1,940)	10,005
Interest received		56	-
Taxation (paid)/received		(1,607)	238
Net cash (used in)/from operating activities		<u>(3,491)</u>	<u>10,243</u>
Investing activities			
Purchase of tangible fixed assets		<u>(2,029)</u>	<u>(843)</u>
		<u>(2,029)</u>	<u>(843)</u>
Financing activities			
Interest paid		(842)	(799)
Proceeds of new borrowings		-	21,991
Repayments of borrowings		<u>(2,947)</u>	<u>(13,306)</u>
		<u>(3,789)</u>	<u>7,886</u>
(Decrease)/increase in cash and cash equivalents in the year		<u>(9,309)</u>	<u>17,286</u>
Cash and cash equivalents at beginning of the year		19,723	2,760
Effect of foreign exchange rate movement		56	(323)
Cash and cash equivalents at end of the year		<u>10,470</u>	<u>19,723</u>
Relating to:			
Bank balances included in cash at bank and in hand		10,470	19,723
Overdrafts included in Creditors: Amounts falling due within one year		-	-
Cash and cash equivalents at end of the year		<u>10,470</u>	<u>19,723</u>

NOTES TO THE FINANCIAL STATEMENTS

1 ACCOUNTING POLICIES

General information

Lincoln College is a corporation established under the Further and Higher Education Act 1992 as an English general College of further education. The address of the College's principal place of business is given on page 24. The nature of the College's operations are set out in the Report of the Governing Body.

Basis of accounting

These financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting for Further and Higher Education (the FE HE SORP), the College Accounts Direction for 2019 to 2020 and Regulatory Advice 9 Accounts Direction issued by the Office for Students and in accordance with Financial Reporting Standard 102 – "The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland" (FRS 102) under the historical cost convention. The College is a public benefit entity and has therefore applied the relevant public benefit requirements of FRS 102.

The principal accounting policies applied in the preparation of these consolidated and separate financial statements are set out below. These policies have been applied consistently to all the years presented, unless otherwise stated.

The consolidated financial statements are presented in sterling which is also the functional currency of the College.

Monetary amounts in these financial statements are rounded to the nearest whole £1,000, except where otherwise indicated.

Reduced disclosures

In accordance with the 2015 FE HE SORP, the College in its separate financial statements, which are presented alongside the consolidated financial statements, has taken advantage of the disclosure exemptions available to it in respect of presentation of a cash flow statement and financial instruments.

Basis of consolidation

The consolidated financial statements include the College and its subsidiaries, as set out in Note 12. Control is achieved where the Group has the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities. The results of subsidiaries acquired or sold are consolidated using the purchase method for the periods from or to the date that control passes. In accordance with FRS 102, the activities of the student union have not been consolidated because the College does not control those activities. As noted in note 12 the share of profits in the joint venture is not included as the results are immaterial to the group.

All intra-group transactions, balances and unrealised gains on transactions between group entities are eliminated on consolidation. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Where necessary, adjustments are made to the financial statements of subsidiaries to bring the accounting policies used into line with those used by other members of the Group.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

1 ACCOUNTING POLICIES (continued)

Going concern

- The Group has the ability to repay its debts as they fall due and is well placed to secure good value for money in terms of future interest rates (and arrangement fees) by drawing on the services of external treasury management advisors. Detailed cashflow projections and scenarios are prepared to model a range of potential outcomes. These are prepared to the end of financial year 2022 and give the Executive Leadership and Board the confidence that the College remains a going concern and has sufficient resilience to cope with a range of potential downside results.
- A Treasury Management Policy is in place and is regularly reviewed by the finance committee and both interim and final treasury management reports show full compliance with banking covenants, schemes of delegation and best practice.
- The Group has the ability to repay debts as they fall due and has in place strong levels of working capital and cash reserves of £10.5m as at 31 July 2020.

The activities of the College, together with the factors likely to affect its future development and performance are set out in the Report of the Governing Body. The financial position of the College, its cash flow, liquidity and borrowings are presented in the Financial Statements and accompanying Notes.

Accordingly the College has a reasonable expectation that it has adequate resources to continue in operational existence for the foreseeable future, being at least the period of the cashflow forecasts to 31 July 2022 and meet its liabilities as they fall due, and for this reason will continue to adopt the going concern basis in the preparation of its Financial Statements.

Recognition of income

Grants – government and non-government

Government revenue grants are accounted for under the accrual model and are recognised where a reliable estimate of the fair value of the asset received or receivable can be made on a systematic basis over the periods in which the related costs for which the grant compensates are recognised.

Funding body recurrent grants are measured in line with best estimates for the year of what is receivable and depend on the particular income stream involved. Any under achievement for the Adult Education Budget outside of permitted tolerance levels is adjusted for and reflected in the level of recurrent grant recognised in the Statement of Comprehensive income. The final grant income is normally determined with the conclusion of the year end reconciliation process with the funding body following the year end.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

1 ACCOUNTING POLICIES (continued)

Grants – government and non-government (continued)

16-18 learner-responsive funding is not normally subject to reconciliation and is therefore not subject to contract adjustments and is recognised when receivable.

The recurrent grant from Office for Students represents the funding allocations attributable to the current financial year and is recognised when received or receivable.

Grants from non-government sources, including grants relating to assets, are recognised in income when the College has met the performance-related conditions and the grant will be received. Income received in advance of performance related conditions being met is recognised as a liability.

Government capital grants for assets, other than land, are accounted for under the accrual model. The grant income received or receivable will be recognised over the expected useful life of the asset, with any amount of the asset-related grant that is deferred being recognised as deferred income. The deferred income is allocated between creditors due within one year and those due after more than one year.

Other income

Income from the supply of services is recognised at fair value of the consideration received or receivable and represents the value of services to the extent there is a right to consideration.

Income from tuition fees is recognised over the period for which it is received.

Retirement benefits

Retirement benefits to employees of the College are principally provided by Teachers' Pensions Scheme (TPS) and the Lincolnshire County Council Pension Scheme (LCCPS), which are multi-employer defined benefit plans.

The TPS is an unfunded scheme. Contributions to the TPS are calculated so as to spread the cost of pensions over employees' working lives with the College in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of valuations using a projected unit method. The TPS is a multi-employer scheme but sufficient information is not available to use defined benefit accounting and therefore it is accounted for as a defined contribution scheme, with the amount charge to the statement of comprehensive income is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

1 ACCOUNTING POLICIES (continued)

Retirement benefits (continued)

The LCCPS is a funded scheme, and the assets of the scheme are held separately. Pension schemes are measured at fair value and liabilities are measured on an actuarial basis using the projected unit credit method. The actuarial valuations are obtained at least triennially and are updated at each balance sheet date. The amounts charged to operating surplus are the current service costs and the costs of scheme introductions, benefit changes, settlements and curtailments. They are included as part of staff costs. The net interest cost on the net defined benefit liability is charged to comprehensive income and included within finance costs. Re-measurement comprising actuarial gains and losses and the return on scheme assets (excluding amounts included in net interest on the net defined benefit liability) are recognised immediately in other comprehensive income.

Short term Employment benefits

Short term employment benefits such as salaries and compensated absences (holiday pay) are recognised as an expense in the year in which the employees render service to the College. The cost of any unused holiday entitlement the College expects to pay in future periods is recognised in the period the employees' services are rendered.

Enhanced Pensions

The actual cost of any enhanced ongoing pension to a former member of staff is paid by a College annually. An estimate of the expected future cost of any enhancement to the ongoing pension of a former member of staff is charged in full to comprehensive income in the year that the member of staff retires. In subsequent years a charge is made to provisions in the balance sheet using the enhanced pension spreadsheet provided by the funding bodies.

Fixed asset investments

College

Interests in subsidiaries and joint ventures are initially measured at cost and subsequently measured at cost less any accumulated impairment losses in the separate financial statements of the College.

Interests in subsidiaries are assessed for impairment at each reporting date. Any impairment losses or reversals of impairment losses are recognised immediately in comprehensive income.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

1 ACCOUNTING POLICIES (continued)

Tangible fixed assets

Tangible fixed assets are stated at cost or deemed cost less accumulated depreciation and accumulated impairment losses.

Land and buildings

Land and buildings are stated at cost or deemed cost at the date of transition to FRS 102 less accumulated depreciation and accumulated impairment losses.

Equipment

Equipment costing less than £700 per individual item or set of items acquired together is recognised as expenditure in the period of acquisition. All other equipment is capitalised and recognised at cost less accumulated depreciation and accumulated impairment losses.

Depreciation and residual values

Freehold land is not depreciated as it is considered to have an infinite useful life. Depreciation on other assets is calculated, using the straight line basis, to write off the cost of each asset to its estimated residual value over its expected useful lives, as follows:

- Freehold buildings – over periods up to 50 years
- Leasehold improvement – term of the lease
- Motor vehicles – 4 years
- Furniture, fixtures and fittings – 10 years
- Computer equipment – 5 years
- Plant and machinery – 10 years
- General equipment – 10 years

Residual value is calculated on prices prevailing at the reporting date, after estimated costs of disposal, for the asset as if it were at the age and in the condition expected at the end of its useful life.

Subsequent costs, including replacement parts, are only capitalised when it is probable that such costs will generate future economic benefits. Any replaced parts are then derecognised. All other costs of repairs and maintenance are expenses as incurred.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

1 ACCOUNTING POLICIES (continued)

Impairments of fixed assets

An assessment is made at each reporting date of whether there are indications that a fixed asset may be impaired or that an impairment loss previously recognised has fully or partially reversed. If such indications exist, an estimate is made of the recoverable amount of the asset.

Shortfalls between the carrying value of fixed assets and their recoverable amounts, being the higher of fair value less costs to sell and value-in-use, are recognised as impairment losses. Impairment of revalued assets, are treated as a revaluation loss. All other impairment losses are recognised in comprehensive income.

Recognised impairment losses are reversed if, and only if, the reasons for the impairment loss have ceased to apply. Reversals of impairment losses are recognised in comprehensive income or, for revalued assets, as a revaluation gain. On reversal of an impairment loss, the depreciation or amortisation is adjusted to allocate the asset's revised carrying amount (less any residual value) over its remaining useful life.

Borrowing costs

Borrowing costs are recognised as expenditure in the period in which they are incurred.

Leased assets

Finance leases – as lessee

An asset and corresponding liability are recognised for leasing arrangements that transfer to the Group substantially all of the risks and rewards incidental to ownership. The amount capitalised is the fair value of the leased asset, or, if lower, the present value of the minimum lease payments payable during the lease term, both determined at inception of the lease. Lease payments are treated as consisting of capital elements. The interest is charged to comprehensive income so as to produce a constant periodic rate of interest on the remaining balance of the liability.

Operating leases – as lessee

All leases are operating leases and annual rents are charged to comprehensive income on a straight line basis over the lease term.

Operating leases – as lessor

Rental income from assets leased under an operating lease is recognised on a straight line basis over the term of the lease.

Cash and cash equivalents

Cash includes cash in hand, deposits repayable on demand and overdrafts.

Cash equivalents are short term, highly liquid investments that are readily convertible to known amounts of cash with insignificant risk of change in value.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

1 ACCOUNTING POLICIES (continued)

Financial Instruments

The Group has chosen to adopt Sections 11 and 12 of FRS 102 in full in respect of financial instruments.

Financial assets and liabilities

Financial assets and financial liabilities are recognised when the Group becomes a party to the contractual provisions of the instrument.

Financial liabilities and equity are classified according to the substance of the financial instrument's contractual obligations, rather than the financial instrument's legal form.

All financial assets and liabilities are initially measured at transaction price (including transaction costs), except for those financial assets measured at fair value through the profit or loss, which are initially measured at fair value (which is normally the transaction price excluding transaction costs), unless arrangement constitutes a financing transaction. A financial asset or financial liability that is payable or receivable in one year is measured at the undiscounted amount expected to be received or paid net of impairment, unless it is a financing transaction. If an arrangement constitutes a financing transaction, the financial asset or financial liability is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Financial assets and financial liabilities are offset only when there is a current legally enforceable right to set off the recognised amounts and the intention to either settle on a net basis, or to realise the asset and settle the liability simultaneously.

A financial asset is derecognised only when the contractual rights to cash flows expire or are stated or substantially all the risks and rewards of ownership are to another party or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party. A financial liability (or part thereof) is derecognised when the obligation specified in the contract is discharged, cancelled or expires.

Foreign currency translation

Transactions denominated in foreign currencies are recorded using the rate of exchange prevailing at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated at the rates of exchange ruling at the reporting date, with all resulting exchange differences being taken to comprehensive income in the period in which they arise.

Assets and liabilities of overseas subsidiaries are translated into the Group's presentation currency at the rates ruling at the reporting date. Income and expenses of overseas subsidiaries are translated at the average rate for the year as this is considered to be a reasonable approximation to the rate at the date of the transaction. Translation differences are recognised in other comprehensive income and accumulated in equity.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

1 ACCOUNTING POLICIES (continued)

Taxation

The College is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the College is potentially exempt from taxation in respect of income or capital gains received within categories covered by sections 478-488 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

The College is partially exempt in respect of Value Added Tax, so that it can only recover a small element of the VAT charged on its inputs. Irrecoverable VAT on inputs is included in the costs of such inputs and added to the cost of tangible fixed assets where the inputs themselves are tangible fixed assets by nature.

The College's subsidiary companies are subject to corporation tax and VAT in the same way as any commercial organisation.

Deferred income tax is recognised on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements. Deferred income tax is determined using tax rates (and laws) that have been enacted or substantively enacted by the balance sheet date and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

Deferred income tax assets are recognised only to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilised.

Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred income taxes assets and liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities where there is an intention to settle the balances on a net basis.

Provisions and contingent liabilities

Provisions are recognised when the College has a present legal or constructive obligation as a result of a past event, it is probable that a transfer of economic benefit will be required to settle the obligation and the amount of the obligation can be reliably measured.

Where the effect of the time value of money is material, the amount expected to be required to settle the obligation is recognised at present value using a pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised as a finance cost in the statement of comprehensive income in the period it arises.

A contingent liability arises from a past event that gives the College a possible obligation whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the College. Contingent liabilities also arise in circumstances where a provision would otherwise be made but either it is not probable that an outflow of resources will be required or the amount of the obligation cannot be reliably measured.

Contingent liabilities are not recognised in the balance sheet but are disclosed in the notes to the financial statements.

Agency arrangements

The College acts as an agent in distributing certain discretionary support funds from the funding bodies. Payments received from the funding bodies and subsequent disbursements to students are excluded from the income and expenditure of the College where the College does not have control of the economic benefit related to the transaction.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

2 CRITICAL ACCOUNTING JUDGEMENTS AND ESTIMATION UNCERTAINTY

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical areas of judgement

In preparing these financial statements, management have made the following judgements:

- Determined whether leases entered into by the group either as a lessor or a lessee are operating or finance leases. These decisions depend on an assessment of whether the risks and rewards of ownership have been transferred from the lessor to the lessee on a lease by lease basis.
- Determined whether a deferred tax asset has been included as it is probable that future taxable profits will be available against which the temporary differences can be utilised.

Critical accounting estimates and assumptions

- Tangible fixed assets

Tangible fixed assets are depreciated over their useful lives taking into account residual values, where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors. In re-assessing asset lives, factors such as technological innovation, maintenance programmes, economic utilisation and physical condition of the assets are taken into account. Residual value assessments consider issues such as future market conditions and the remaining life of the asset.

- Impairment of fixed assets

The group considers whether tangible fixed assets are impaired. Where an indication of impairment is identified the estimation of the recoverable amount of the asset or the recoverable amount of the cash-generating unit is required. These will require an estimation of the future cash flow and selection of an appropriate discount rates in order to calculate the net present value of those cash flows.

- Lincolnshire County Council Pension Scheme

The present value of the Lincolnshire County Council Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost (income) for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 20, will impact the carrying amount of the pension liability. Furthermore a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2019 has been used by the actuary in valuing the pensions liability at 31 July 2020. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

3 FUNDING BODY GRANTS

	Year ended 31 July		Year ended 31 July	
	2020	2020	2019	2019
	Group	College	Group	College
	£'000	£'000	£'000	£'000
Recurrent grants				
Education and Skills Funding Agency – Adult	3,280	3,280	3,328	3,328
Education and Skills Funding Agency – 16 – 19	12,079	12,079	12,858	12,858
Education and Skills Funding Agency Apprenticeships	4,108	4,108	3,647	3,647
Office for Students	307	307	356	356
Specific grants				
Teacher Pension Scheme contribution grant	612	612	-	-
Releases of government capital grants	273	273	220	220
Other grants	3	3	32	32
Total	<u>20,662</u>	<u>20,662</u>	<u>20,441</u>	<u>20,441</u>

4 TUITION FEES AND EDUCATION CONTRACTS

	Year ended 31 July		Year ended 31 July	
	2020	2020	2019	2019
	Group	College	Group	College
	£'000	£'000	£'000	£'000
Tuition Fees (UK)	4,279	4,279	4,271	4,271
Education Contracts (Kingdom of Saudi Arabia)	31,667	-	25,770	-
Education Contracts (UK & China)	1,050	1,050	1,231	1,231
Total	<u>36,996</u>	<u>5,329</u>	<u>31,272</u>	<u>5,502</u>

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

4 TUITION FEES AND EDUCATION CONTRACTS (CONTINUED)

Details of grant and fee income

	Year ended 31 July		Year ended 31 July	
	2020 Group £000	2020 College £000	2019 Group £000	2019 College £000
Grant income from the Office of Students	307	307	356	356
Grant income from other bodies	21,406	21,406	21,316	21,316
Total grants	<u>21,713</u>	<u>21,713</u>	<u>21,672</u>	<u>21,672</u>
Fee income from non-qualifying courses (exclusive of VAT)	31,667	-	25,770	-
Overseas tuition fees	4,278	4,278	4,271	4,271
Total grant and fee income	<u>57,658</u>	<u>25,991</u>	<u>51,713</u>	<u>25,943</u>

5 OTHER INCOME

	Year ended 31 July		Year ended 31 July	
	2020 Group £'000	2020 College £'000	2019 Group £'000	2019 College £'000
Catering	353	353	164	164
Other income generating activities	366	180	505	271
Other grant income	725	725	523	523
Coronavirus Job Retention Scheme	156	67	-	-
Miscellaneous income	359	3,087	113	3,201
Total	<u>1,959</u>	<u>4,412</u>	<u>1,305</u>	<u>4,159</u>

The corporation furloughed some of the catering, business development, cleaning and sports facilities staff under the government's Coronavirus Job Retention Scheme. The funding received of £156,000 relates to staff costs which are included within the staff costs note below as appropriate.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

6 INTEREST RECEIVABLE AND SIMILAR INCOME

	Year ended 31 July		Year ended 31 July	
	2020	2020	2019	2019
	Group	College	Group	College
	£'000	£'000	£'000	£'000
Gift aid distribution from subsidiary	-	45	-	77
Interest receivable	56	56	-	-
Foreign exchange gains	158	-	140	-
	<u>214</u>	<u>101</u>	<u>140</u>	<u>77</u>

7 STAFF COSTS AND KEY MANAGEMENT PERSONNEL REMUNERATION

The average number of persons (including key management personnel) employed by the College during the year, disclosed on an average headcount basis, was:

	Year ended 31 July		Year ended 31 July	
	2020	2020	2019	2019
	Group	College	Group	College
	No.	No.	No.	No.
Teaching Staff	619	298	548	300
Non-Teaching Staff	569	458	502	430
	<u>1,188</u>	<u>756</u>	<u>1,050</u>	<u>730</u>

Previously staff numbers have been disclosed as full time equivalents. In accordance with the Accounts Direction 2019 to 2020, staff numbers are disclosed on an average headcount basis. Comparatives have been restated to reflect this change. The numbers above include staff members employed through contracting out arrangements.

Staff costs for the above persons:

	Year ended 31 July		Year ended 31 July	
	2020	2020	2019	2019
	Group	College	Group	College
	£'000	£'000	£'000	£'000
Wages and salaries	34,713	12,705	30,563	12,864
Social security costs	1,548	1,166	1,541	1,243
Other pension costs	3,786	3,621	2,990	2,858
Payroll sub-total	<u>40,047</u>	<u>17,492</u>	<u>35,094</u>	<u>16,965</u>
Contracted out staffing services	114	6,178	185	5,023
	<u>40,161</u>	<u>23,670</u>	<u>35,279</u>	<u>21,988</u>
Restructuring - contractual	7	7	9	9
- non contractual	-	-	-	-
Total Staff Costs	<u><u>40,168</u></u>	<u><u>23,677</u></u>	<u><u>35,288</u></u>	<u><u>21,997</u></u>

The staff restructuring costs were approved by the Corporation.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

7 STAFF COSTS AND KEY MANAGEMENT PERSONNEL REMUNERATION (CONTINUED)

Key management personnel

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the College and are represented by the Senior Management Team which comprises the Chief Executive Officer and the Managing Directors. Staff costs include compensation paid to key management personnel for loss of office.

Emoluments of key management personnel, Accounting Officer and other higher paid staff

	2020	2019
	No.	No.
The number of key management personnel including the Accounting Officer was:	3	3

The number of key management personnel and other staff who received annual emoluments, excluding pension contributions and employer's national insurance but including benefits in kind, in the following ranges was:

	Key management personnel		Other staff	
	2020	2019	2020	2019
	No.	No.	No.	No.
£60,000 to £65,000	-	-	1	1
£65,001 to £70,000	-	-	2	-
£80,001 to £85,000	-	-	3	2
£90,001 to £95,000	-	-	1	1
£105,001 to £110,000	-	-	-	1
£120,001 to £125,000	-	-	1	-
£130,001 to £135,000	-	1	-	-
£145,001 to £150,000	-	1	-	-
£155,001 to £160,000	1	-	-	-
£205,001 to £210,000	1	-	-	-
£265,001 to £270,000	1	1	-	-
	3	3	8	5

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

7 STAFF COSTS AND KEY MANAGEMENT PERSONNEL REMUNERATION (CONTINUED)

Key management personnel (including the Accounting Officer) total compensation is made up as follows:

	2020	2019
	£'000	£'000
Salaries	452	452
Benefits in kind	118	91
	<hr/>	<hr/>
	570	543
Pension contributions	42	20
	<hr/>	<hr/>
Total emoluments	612	563
	<hr/>	<hr/>

There were no amounts due to key management personnel that were waived in the year, nor any salary sacrifice arrangements in place.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

7 STAFF COSTS AND KEY MANAGEMENT PERSONNEL REMUNERATION (CONTINUED)

The total emoluments include amounts payable to the Accounting Officer (who is also the highest paid of key management personnel) of:

	2020	2019
	£'000	£'000
Salary	199	199
Additional discretionary payments in respect of Lincoln College International	40	40
Performance related pay at the discretion of the Appraisal and Remuneration Committee	20	20
Benefits in kind	8	8
	<u>267</u>	<u>267</u>
Pension contributions	<u>20</u>	<u>10</u>
Total	<u>287</u>	<u>277</u>

Emoluments for Senior Postholders are reviewed and decided by the Remuneration Committee of the Board of Corporation. The Senior Postholders do not participate in any discussion or decision related to their emoluments.

The relationship between the accounting officer's emoluments, expressed as a multiple of all other employees based on full-time equivalents, is set out below for both basic salary and total remuneration and excludes agency worker. This is calculated from the total pay costs excluding: enhanced pension, pension adjustments, contracted out staffing costs, restructuring, social security and employer pension contributions for the basic salary cost and, including employer pension contribution for the total remuneration costs.

	2020	2019
	No	No
Basic salary as a multiple of median basic salary of staff	8.10	8.18
Total remuneration as a multiple of median total remuneration of staff	10.04	9.31

Governors' remuneration

The Accounting Officer and the staff member only receive remuneration in respect of services they provide undertaking their roles of Principal and staff members under contracts of employment and not in respect of their roles as governors. The other members of the Corporation did not receive any payments from the College in respect of their roles as governors.

The total expenses paid to or on behalf of the Governors during the year was £336, 4 governors (2019 £381; 4 governors). This represents travel and subsistence expenses and other out of pocket expenses incurred in attending Governor Meetings and events in their official capacity.

No Governor has received any remuneration or waived payments from the College or its subsidiaries during the year (2019: None).

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

8 OTHER OPERATING EXPENSES

	Year ended 31 July		Year ended 31 July	
	2020	2020	2019	2019
	Group	College	Group	College
	£'000	£'000	£'000	£'000
Teaching Costs	2,590	2,351	3,000	2,727
Non-Teaching Costs	6,799	4,272	5,203	3,063
Premises Costs	2,828	1,829	3,955	1,725
Total	12,217	8,452	12,158	7,515

Surplus/(deficit) before taxation is stated after charging:

	Year ended 31 July		Year ended 31 July	
	2020	2020	2019	2019
	Group	College	Group	College
	£'000	£'000	£'000	£'000
Auditors remuneration				
- Financial statements audit	29	29	23	23
- Financial statement audit of subsidiaries	49	-	82	-
- Other services provided by financial statements auditors:				
audit related assurance services – regularity	4	4	5	5
other assurance services	1	1	1	1
accounting & taxation	13	13	13	13
advisory services	13	13	5	5
Internal audit	18	18	6	6
Loss on disposal of tangible fixed assets	17	-	106	-
Operating lease rentals	120	104	123	123

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

9 INTEREST AND OTHER FINANCE COSTS

	Year ended 31 July		Year ended 31 July	
	2020	2020	2019	2019
	Group	College	Group	College
	£'000	£'000	£'000	£'000
On bank loans, overdrafts and other loans	528	528	287	287
Bond guarantee	314	-	512	-
Net interest on defined pension liability (note 20)	205	205	150	150
	<u>1,047</u>	<u>733</u>	<u>949</u>	<u>437</u>

10 TAXATION – GROUP

	2020	2019
	£'000	£'000
UK Corporation Tax	-	-
Kingdom of Saudi Arabia Corporation Tax	2,152	437
Kingdom of Saudi Arabia Withholding Tax	2,345	416
	<u>4,497</u>	<u>853</u>

11 TANGIBLE FIXED ASSETS (GROUP)

	Freehold land and buildings £'000	Leasehold improvements £'000	Equipment £'000	Total £'000
Cost or valuation				
At 1 August 2019	57,889	163	22,284	80,336
Additions	269	-	1,760	2,029
Disposals	-	-	(40)	(40)
Exchange rate	-	-	(354)	(354)
At 31 July 2020	<u>58,158</u>	<u>163</u>	<u>23,650</u>	<u>81,971</u>
Depreciation				
At 1 August 2019	12,694	152	18,299	31,145
Charge for year	1,003	11	1,224	2,238
Eliminated in respect of disposals	-	-	(24)	(24)
Exchange rate	-	-	(274)	(274)
At 31 July 2020	<u>13,697</u>	<u>163</u>	<u>19,225</u>	<u>33,085</u>
Carrying amount at 31 July 2020	<u>44,461</u>	<u>-</u>	<u>4,425</u>	<u>48,886</u>
Carrying amount at 31 July 2019	<u>45,195</u>	<u>11</u>	<u>3,985</u>	<u>49,191</u>

NOTES TO THE ACCOUNTS (CONTINUED)

11 TANGIBLE FIXED ASSETS (COLLEGE)

	Freehold land and buildings £'000	Equipment £'000	Total £'000
Cost or valuation			
At 1 August 2019	57,889	18,448	76,337
Additions	269	1,731	2,000
Disposals	-	(2)	(2)
At 31 July 2020	<u>58,158</u>	<u>20,177</u>	<u>78,335</u>
Depreciation			
At 1 August 2019	12,694	15,511	28,205
Charge for year	1,003	902	1,905
Eliminated in respect of disposals	-	(2)	(2)
At 31 July 2020	<u>13,697</u>	<u>16,411</u>	<u>30,108</u>
Carrying amount at 31 July 2020	<u>44,461</u>	<u>3,766</u>	<u>48,227</u>
Carrying amount at 31 July 2019	<u>45,195</u>	<u>2,937</u>	<u>48,132</u>

Group and College

Land and buildings includes land of £7.42m (2019 £7.42m) which is not depreciated.

Land and buildings includes land valued at £7.42m (2019 £7.42m) on 1 August 2014 (the transition date to FRS102) that is not depreciated. This was included at deemed cost. The valuation was performed by Lambert Smith Hampton, an independent valuer, on a fair value basis.

If inherited land and buildings had not been valued they would have been included at the following amounts:

	£'000
Cost	Nil
Aggregate depreciation based on cost	<u>Nil</u>
Carrying amount based on cost	<u>Nil</u>

The net book value of freehold land and buildings includes an amount of £33,283,000 (2019 £35,174,000) in respect of assets held under finance leases.

NOTES TO THE ACCOUNTS (CONTINUED)

12 INVESTMENTS

**Group and College
Investment in works of art**
£'000

Balance at 1 August 2019 and Balance at 31 July 2020

2

Disclosure of subsidiary companies

Name	Where Incorporated	Principal Activity	Class of Shares Held and %
Lincoln College Commercial Holdings Limited	England	Holding Company	Owned by College Ordinary 100%
Lincoln Academy Limited *	England	Investment	Limited by guarantee
Deans Sport, Health and Leisure Management Company Limited *	England	Health and Leisure	Ordinary 100%
Lincoln College Corporate Support Solutions Limited *	England	Administrative Service	Ordinary 100%
FE Resources (Lincoln) Ltd *	England	Staffing Services	Limited by guarantee
Lincoln College International LLC **	Kingdom of Saudi Arabia	Education Provider	Limited Liability Company

* Subsidiary companies of Lincoln College Commercial Holdings Limited.

** Subsidiary company of Lincoln Academy Limited (99% shareholding) and Lincoln College Corporate Support Solutions Limited (1% shareholding).

The registered office of the subsidiary companies is Monks Road, Lincoln, LN2 5HQ except for Lincoln College International LLC which has a registered office of 10 Al Aflaj, 16827, Saudi Arabia.

In addition the group owned 50% of Greater Lincolnshire Apprenticeships Limited, a company incorporated in England and Wales. The principal activity is that of a training provider. The College's share of the results of Greater Lincolnshire Apprenticeships Limited have not been included in the financial statements as they are immaterial for the purpose of giving a true and fair view. The company was incorporated on 22 July 2019. There have been no transactions in the year, therefore the results have not been consolidated as these are considered to not be material to the group.

13 DEBTORS

	Group 2020 £'000	College 2020 £'000	Group 2019 £'000	College 2019 £'000
Amounts falling due within one year:				
Trade debtors	12,112	602	5,093	484
Amounts owed by subsidiary undertakings	-	117	-	115
Amounts owed by jointly controlled entities	2	2	2	2
Other debtors	277	268	202	202
Prepayments and accrued income	6,268	1,712	1,765	1,528
Amounts owed from ESFA	-	-	130	130
Total	<u>18,659</u>	<u>2,701</u>	<u>7,192</u>	<u>2,461</u>

Trade debtors are stated after a doubtful debt provision of £14,814 (2019 £30,013).

NOTES TO THE ACCOUNTS (CONTINUED)

14 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group 2020 £'000	College 2020 £'000	Group 2019 £'000	College 2019 £'000
Bank loans and overdrafts	-	-	2,474	-
Non bank loans	141	141	141	141
Obligations under finance leases	231	231	286	286
Trade creditors	2,107	948	2,755	1,515
Amounts owed to subsidiary undertakings	-	597	-	2,905
Corporation tax Kingdom of Saudi Arabia	5,629	-	2,738	-
Other taxation and social security	1,670	380	966	389
Other creditors	967	863	747	680
Accruals	5,253	1,457	5,211	1,350
Government capital grants	452	452	221	221
Amounts owed to ESFA	105	105	-	-
Total	<u>16,555</u>	<u>5,174</u>	<u>15,539</u>	<u>7,487</u>

15 CREDITORS: AMOUNTS FALLING DUE AFTER ONE YEAR

	Group 2020 £'000	College 2020 £'000	Group 2019 £'000	College 2019 £'000
Non bank loans	141	141	282	282
Obligations under finance leases	21,478	21,478	21,755	21,755
Government capital grants	8,479	8,479	7,433	7,433
Total	<u>30,098</u>	<u>30,098</u>	<u>29,470</u>	<u>29,470</u>

Bank loans and overdrafts are repayable as follows:

	Group 2020 £'000	College 2020 £'000	Group 2019 £'000	College 2019 £'000
In one year or less	-	-	2,474	-
Total	<u>-</u>	<u>-</u>	<u>2,474</u>	<u>-</u>

NOTES TO THE ACCOUNTS (CONTINUED)

15 CREDITORS: AMOUNTS FALLING DUE AFTER ONE YEAR (CONTINUED)

Finance leases:

The total future minimum lease payments for the Group and College are payable:

	2020	2019
	£'000	£'000
In one year or less	231	286
Between one and five years	985	1,144
In five years or more	<u>20,493</u>	<u>20,611</u>
Total	<u><u>21,709</u></u>	<u><u>22,041</u></u>

Finance leases are in respect of the land and buildings held under the sale and leaseback arrangement referred to in note 11.

16 PROVISIONS FOR LIABILITIES AND CHARGES

GROUP	Enhanced Pension	Dilapidation provision	Total
	£'000	£'000	£'000
At 1 August 2019	1,475	-	1,475
Amounts utilised	(114)	-	(114)
Additions in the year charged to income and expenditure account	152	223	375
At 31 July 2020	<u><u>1,513</u></u>	<u><u>223</u></u>	<u><u>1,736</u></u>

COMPANY	Enhanced Pension
	£'000
At 1 August 2019	1,475
Amounts utilised	(114)
Additions in the year charged to income and expenditure account	<u>152</u>
At 31 July 2020	<u><u>1,513</u></u>

The enhanced pension provision relates to the cost of staff who have already left the College's employment and commitments for reorganisation costs from which the College cannot reasonably withdraw at the balance sheet date. This provision has been recalculated in accordance with guidance issued by the funding bodies.

The principal assumptions for this calculation are:

	2020	2019
Discount rate	1.3%	2.0%
Price Inflation	2.2%	2.2%

The dilapidation provision relates to an estimate of costs the group will incur in respect of restoring leased property no longer occupied by the group to its original condition at the date of inception of the lease.

NOTES TO THE ACCOUNTS (CONTINUED)

17 DEFERRED TAX

The major deferred tax assets not recognised by the group are:

	Group 2020 £'000	Group 2019 £'000
Tax losses	1,088	1,054
Other timing differences	-	-
	<u>1,088</u>	<u>1,054</u>

Deferred tax is not recognised as the recovery against future taxable profits is uncertain.

18 (a) NOTES TO CASH FLOW STATEMENT

	2020 £'000	2019 £'000
(Deficit)/surplus after tax for the year	(353)	1,336
Adjustment for:		
Taxation	4,497	853
Depreciation	2,238	2,468
Interest payable	1,047	949
Investment income	(214)	-
Loss on sale of fixed assets	17	106
Increase/(decrease) in provisions	261	33
Pensions costs less contributions payable	334	78
	<u>7,827</u>	<u>5,823</u>
Operating cash flow before movements in working capital	7,827	5,823
(Increase)/decrease in debtors	(11,467)	3,120
Decrease in creditors	1,700	1,062
	<u>1,940</u>	<u>10,005</u>
Cash generated from operations	<u>(1,940)</u>	<u>10,005</u>

(b) Analysis of changes in net debt

	At 1 September 2019 £000	Cash flows £000	Other non- cash changes £000	At 31 August 2020 £000
Cash	19,723	(9,250)	(3)	10,470
Loans falling due within one year	(2,615)	2,474	-	(141)
Loans falling due after more than one year	(282)	141	-	(141)
Finance lease obligations	(22,041)	332	-	(21,709)
Total net debt	<u>(5,215)</u>	<u>(6,303)</u>	<u>(3)</u>	<u>(11,521)</u>

NOTES TO THE ACCOUNTS (CONTINUED)

19 RETIREMENT BENEFITS

The College's employees belong to two principal post-employment benefit plans: the Teachers' Pension Scheme England and Wales (TPS) for academic and related staff; and the Lincolnshire County Council Pension Scheme (LCCPS) for non-teaching staff, which is managed by Lincoln County Council. Both are multi-employer defined-benefit plans.

Total pension cost for the year	Group 2020 £'000	College 2020 £'000	Group 2019 £'000	College 2019 £'000
Teachers' Pension Scheme: contributions paid	1,712	1,712	1,238	1,238
Lincolnshire County Council Pension Scheme				
Contributions paid excluding deficit contributions	1,297	1,297	1,363	1,363
FRS 102 (28) charge	330	330	75	75
Charge to the Statement of Comprehensive Income	1,627	1,627	1,438	1,438
Payments to other schemes	209	44	164	32
Enhanced pension charge to Statement of Comprehensive Income	152	152	150	150
Total Pension Cost for Year within staff costs	3,700	3,535	2,990	2,858

NOTES TO THE ACCOUNTS (CONTINUED)

19 RETIREMENT BENEFITS (Continued)

The pension costs are assessed in accordance with the advice of independent qualified actuaries. The latest formal actuarial valuation of the TPS was 31 March 2016 and of the LGPS 31 March 2019. The next LGPS valuation is scheduled for March 2022 and the Leadership and Board will keep this under review to measure the potential longer-term impact this may have.

Contributions amounting to £315,000 (2019: £233,000) were payable to the scheme at 31 July and are included within creditors.

Teachers' Pension Scheme

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pension Scheme Regulations 2014. The TPS is an unfunded scheme and members contribute on a 'pay as you go' basis – these contributions, along with those made by employers, are credited to the Exchequer. The TPS is a multi-employer pension plan and there is insufficient information to account for the scheme on as a defined benefit plan so it is accounted for as a defined contribution plan.

Valuation of the Teachers' Pension Scheme

Not less than every four years the Government Actuary ("GA"), using normal actuarial principles, conducts a formal actuarial review of the TPS. The aim of the review is to specify the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors.

The latest actuarial valuation was carried out as at 31 March 2016 and in accordance with The Public Service Pensions (Valuation and Employer Cost Cap) Directions 2014 accept it has been prepared following the Government's decision to pause the operation of the cost control mechanisms at the time when legal challenges were still pending.

Valuation of the Teachers' Pension Scheme

The valuation report was published in April 2019. The key results of the valuation and subsequent consultation are:

- Total scheme liabilities for service (pensions currently payable and the estimated cost of future benefits) of £218 billion
- Value of notional assets (estimated future contributions together with the proceeds from the notional investments held at the valuation date) of £196 billion
- Notional past service deficit of £22 billion
- Discount rate is 2.4% in excess of CPI.

The pension costs paid to TPS in the year amounted to £1,712,000.
The next valuation result is due to be implemented from 1 April 2023.

As a result of the valuation, from new employer contributions rates were set at 23.68% of pensionable pay from September 2019 onwards (compared to 16.48% during 2018/19). DfE has agreed to pay a teacher pension employer contribution grant to cover the additional costs during the 2019-20 academic year.

NOTES TO THE ACCOUNTS (CONTINUED)

19 RETIREMENT BENEFITS (CONTINUED)

Local Government Pension Scheme

The LCCPS is a funded defined-benefit plan, with the assets held in separate funds administered by Lincolnshire County Council. The total contributions made for the year ended 31 July 2020 were £1,540,000, of which employer's contributions totalled £898,000, employees' contributions totalled £243,000, a deficit payment of £397,000 and strain costs of £2,000. The agreed contribution rates for future years are 22.3% for employers and range from 5.5% to 7.5% for employees, depending on salary. In addition there are deficit payments due of £264,000 for the year ended 31 March 2021.

The current valuation does not reflect the expected increase in benefits and therefore liability as a result of Guaranteed Minimum Pension ('GMP') equalisation between men and women which is required as a result of the removal of the Additional State Pension. Methodologies for a long-term solution are still being investigated by the Government as set out in the published (January 2018) outcome of the Government Consultation 'Indexation and Equalisation of GMP in Public Sector Pensions Schemes' and therefore the expected impact cannot be reliably estimated and consequently no provision/liability has been recognised.

NOTES TO THE ACCOUNTS (CONTINUED)

19 RETIREMENT BENEFITS (CONTINUED)

Local Government Pension Scheme (continued)

Principal Actuarial Assumptions

The following information is based upon a full actuarial valuation of the fund at 31 March 2016 updated to 31 July 2020 by a qualified independent actuary.

	At 31 July 2020	At 31 July 2019
Rate of increase in salaries	1.5%	1.98%*
Future pensions increases	1.9%	2.2%
Discount rate	1.4%	2.2%
Inflation assumption (CPI)	1.9%	2.2%
Commutation of pensions to lump sums	50%	50%

*In 2019 salary increase of 0% until 31 July 2020 followed by adjusted CPI of 2.2% thereafter.

The average life expectancy for a pensioner retiring at 65 on the reporting date is:

	At 31 July 2020 Years	At 31 July 2019 Years
<i>Retiring today</i>		
Males	21.4	21.2
Females	23.7	23.5
<i>Retiring in 20 years</i>		
Males	22.4	22.5
Females	25.2	25.2

The College's share of the assets in the plan at the balance sheet date were:

	Fair Value at 31 July 2020 £'000	Fair value at 31 July 2019 £'000
Equity instruments	30,478	36,168
Debt instruments	9,412	7,331
Property	4,482	4,888
Cash	448	489
Total fair value of plan assets	44,820	48,876
Actual return on plan assets	(4,382)	3,330

NOTES TO THE ACCOUNTS (CONTINUED)

19 RETIREMENT BENEFITS (CONTINUED)

The amount included in the balance sheet in respect of the defined benefit pension plan is as follows:

	2020 £'000	2019 £'000
Fair value of plan assets	44,820	48,876
Present value of plan liabilities	(63,223)	(57,916)
Present value of unfunded liabilities	(83)	(84)
Net pensions liability	<u>(18,486)</u>	<u>(9,124)</u>

Amounts recognised in the Statement of Comprehensive Income in respect of the plan are as follows:

	2020 £'000	2019 £'000
Current service cost	(1,627)	(1,438)
Past service cost	(4)	-
Net interest on the net defined benefit pension liability	(205)	(150)
Benefit changes, (loss) on curtailment and (loss) in settlement	-	(3)
Total	<u>(1,836)</u>	<u>(1,591)</u>

Amounts recognised in other comprehensive income

Re-measurement of net defined benefit pension liability	<u>(8,823)</u>	<u>(3,730)</u>
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Amounts recognised in other Comprehensive Income

	<u>(8,823)</u>	<u>(3,730)</u>
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	2020 £'000	2019 £'000
Changes in the present value of defined benefit obligations		
Defined benefit obligations at start of period	58,000	50,141
Current service cost	1,627	1,438
Past service cost	4	-
Interest cost	1,286	1,462
Contributions by scheme participants	243	254
Actuarial losses	3,360	5,748
Benefits paid	(1,214)	(1,046)
Plan introductions, changes, curtailments and settlements	-	3
Defined benefit obligations at end of period	<u>63,306</u>	<u>58,000</u>

Changes in fair value of plan assets

	2020 £'000	2019 £'000
Fair value of plan assets at start of period	48,876	44,975
Interest income	1,081	1,312
Return on plan assets (excluding net interest on the net defined benefit liability)	(5,463)	2,018
Employer contributions	1,297	1,363
Contributions by scheme participants	243	254
Benefits paid	(1,214)	(1,046)
Fair value of plan assets at end of period	<u>44,820</u>	<u>48,876</u>

NOTES TO THE ACCOUNTS (CONTINUED)

20 CAPITAL COMMITMENTS (GROUP AND COLLEGE)

	2020 £'000	2019 £'000
Commitments contracted for at 31 July	<u>126</u>	<u>-</u>

21 FINANCIAL COMMITMENTS (GROUP AND COLLEGE)

The Group and College had total future minimum lease payments under non-cancellable operating leases as follows:

	Group 2020 £'000	College 2020 £'000	Group 2019 £'000	College 2019 £'000
Payments due				
Not later than one year	98	93	82	82
Later than one year and not later than five years	196	185	172	172
Total lease payments due	<u>294</u>	<u>278</u>	<u>254</u>	<u>254</u>

The group as lessor

At the year end the group had contracted as lessor with tenants, under non-cancellable operating leases, for the following future minimum lease payments:

	2020 £'000	2019 £'000
Amounts receivable		
Less than one year	-	4
Total lease payments due	<u>-</u>	<u>4</u>

22 ACCESS AND PARTICIPATION EXPENDITURE (GROUP AND COLLEGE)

	2020 £'000
Access investment	297
Financial support provided to students	66
Support for disabled students	9
Research and evaluation related to access and participation	-
	<u>372</u>

The College's access and participation plan is available on the College's website at www.lincolncollege.ac.uk.

23 RELATED PARTY TRANSACTIONS

Key management compensation disclosure is given in note 7.

24 CONTINGENT LIABILITY

The College has a guarantee in respect of Lincoln College International LLC with National Westminster Bank, provided by the Secretary of State acting by the Export Credits Guarantee Department, for 49,830,000 Saudi Arabian Riyals (£10,156,000) as at 31 July 2020.

INDEPENDENT REPORTING ACCOUNTANT'S REPORT ON REGULARITY TO THE CORPORATION OF LINCOLN COLLEGE AND THE SECRETARY OF STATE FOR EDUCATION ACTING THROUGH THE EDUCATION AND SKILLS FUNDING AGENCY

Conclusion

We have carried out an engagement, in accordance with the terms of our engagement letter dated 26 October 2020 and further to the requirements of the grant funding agreements and contracts with the Education and Skills Funding Agency (the "ESFA"), to obtain limited assurance about whether the expenditure disbursed and income received by Lincoln College during the period 1 August 2019 to 31 July 2020 have been applied to the purposes identified by Parliament and the financial transactions conform to the authorities which govern them.

In the course of our work, nothing has come to our attention which suggests that in all material respects the expenditure disbursed and income received during the period 1 August 2019 to 31 July 2020 has not been applied to purposes intended by Parliament and the financial transactions do not conform to the authorities which govern them.

Basis for conclusion

The framework that has been applied is set out in the Post-16 Audit Code of Practice 2019 to 2020 (the "Code") issued by the ESFA. In line with this framework, our work has specifically not considered income received from the main funding grants generated through the Individualised Learner Record (ILR) returns, for which the ESFA has other assurance arrangements in place.

We are independent of the Lincoln College in accordance with the ethical requirements that are applicable to this engagement and we have fulfilled our ethical requirements in accordance with these requirements. We believe the assurance evidence we have obtained is sufficient to provide a basis for our conclusion

Responsibilities of Corporation of Lincoln College for regularity

The Corporation of Lincoln College is responsible, under the grant funding agreements and contracts with the ESFA and the requirements of the Further & Higher Education Act 1992, subsequent legislation and related regulations and guidance, for ensuring that expenditure disbursed and income received is applied for the purposes intended by Parliament and the financial transactions conform to the authorities which govern them. The corporation of Lincoln College is also responsible for preparing the Governing Body's Statement of Regularity, Propriety and Compliance.

Reporting accountant's responsibilities for reporting on regularity

Our responsibilities for this engagement are established in the United Kingdom by our profession's ethical guidance and are to obtain limited assurance and report in accordance with our engagement letter and the requirements of the Code.

The objective of a limited assurance engagement is to perform such procedures as to obtain information and explanations in order to provide us with sufficient appropriate evidence to express a negative conclusion on regularity. A limited assurance engagement is more limited in scope than a reasonable assurance engagement and the procedures performed vary in nature and timing from, and are less in extent than for a reasonable assurance engagement; consequently a limited assurance engagement does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in a reasonable assurance engagement. Accordingly, we do not express a positive opinion.

We report to you whether anything has come to our attention in carrying out our work which suggests that in all material respects, expenditure disbursed and income received during the period 1 August 2019 to 31 July 2020 have not been applied to purposes intended by Parliament or that the financial transactions do not conform to the authorities which govern them.

Our work included identification and assessment of the design and operational effectiveness of the controls, policies and procedures that have been implemented to ensure compliance with the framework of authorities including the specific requirements of the grant funding agreements and contracts with the ESFA and high level financial control areas where we identified a material irregularity is likely to arise. We undertook detailed testing, on a sample basis, on the identified areas where a material irregularity is likely to arise where such areas are in respect of controls, policies and procedures that apply to classes of transactions.

This work was integrated with our audit of the financial statements and evidence was also derived from the conduct of that audit to the extent it supports the regularity conclusion.

INDEPENDENT REPORTING ACCOUNTANT'S REPORT ON REGULARITY TO THE CORPORATION OF LINCOLN COLLEGE AND THE SECRETARY OF STATE FOR EDUCATION ACTING THROUGH THE EDUCATION AND SKILLS FUNDING AGENCY (CONTINUED)

Use of our report

This report is made solely to the Corporation of Lincoln College and the Secretary of State for Education acting through the ESFA in accordance with the terms of our engagement letter. Our work has been undertaken so that we might state to the Corporation of Lincoln College and the Secretary of State for Education acting through the ESFA those matters we are required to state in a report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Corporation of Lincoln College and the Secretary of State for Education acting through the ESFA for our work, for this report, or for the conclusion we have formed.

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Date