

**MINUTES OF A MEETING OF THE LINCOLN COLLEGE BOARD OF CORPORATION  
HELD AT ASI, NEWARK ON TUESDAY 13 MAY 2025 AT 0900 HOURS**

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| <b>Present:</b>       | Ian Billyard<br>Pat Doody<br>Gene Bolton<br>Tim Godson<br>Ashok Kumar<br>Mark Locking<br>Paul Milner   | Chair<br>Vice Chair and Chair of Finance Committee<br>Student Governor<br>Chair of Audit and Risk Committee<br>Chair of Performance and Quality Committee<br>Principal and CEO  |
| <b>In Attendance:</b> | Sarah Adams<br>James Foster<br>Graham Harrison<br>Vicki Locke<br>Jo Lynch<br>Margaret Serna<br>Julie Sullivan<br>Jacqui Varlow   | Governance Officer<br>Managing Director (International and Commercial)<br>Chief Information Officer<br>Interim Vice Principal<br>Chief Finance and Compliance Officer<br>Chair of LCI Board<br>Vice Principal<br>Chief People Officer |
| <b>Apologies:</b>     | Farhan Ahmed<br>Ellie Denton<br>Chris Jones<br>Reece Leggett<br>Tom McKenzie<br>Mark Platts<br>Peter Price<br>Charlotte Watson<br>Kerrin Wilson<br>Tom Marsden<br>Matt Vaughan | Student Governor<br><br><br><br><br><br><br><br><br><br>Chief Strategy and Transformation Officer<br>Deputy Principal   |

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| <b>64/24</b> | <b>APOLOGIES FOR ABSENCE</b><br><br>Apologies were received from Farhan Ahmed, Ellie Denton, Chris Jones, Reece Leggett, Tom McKenzie, Mark Platts, Peter Price, Charlotte Watson, Kerrin Wilson, Tom Marsden and Matt Vaughan. Vicki Locke and Julie Sullivan were welcomed to the meeting  |
| <b>65/24</b> | <b>ELIGIBILITY, QUORUM AND DECLARATIONS OF INTEREST</b><br><br>It was reported by the Governance Officer that notice of the meeting had been given and that a quorum was present. Accordingly, the meeting was declared open.<br><br>The Governors were asked to raise any declarations if these became apparent during, or after, the meeting. No declarations were made. |

## **INTRODUCTION**

ML gave an update on changes to provision at MIC, Newark.

An overview of the process in relation to the development of the Strategic Plan to date was provided. The final Strategy will be approved at Board in July and launched in the summer.

The Board were asked if there were any initial thoughts on the strategy so far and the process that had been followed. The work of the S&G Committee was highlighted. It was felt the draft document covers all areas, curriculum, community, employers, staff, students, etc and is easy to read. It was felt that the staff and student voice comes though clearly in the document. It was agreed that there was a balance of aspirational and realistic goals and it was also agreed there is stretch. There are issues linked to funding reductions and there needs to be the ability to adapt and be resilient. It was asked what impact recent funding cuts had. JL explained there may be some impact next year but there are levers that can be used to offset this.

PM asked about KSA and their vision 2030. JF reported on diversification and discussion took place on the current position and other potential markets. The long term strategy is still to reduce reliance on international revenue. Other international markets were explained. Most important part of the strategy is core education delivery in the UK and the growth in student numbers was outlined, noting this is outperforming the market. It was explained that the students involved had expressed the reason they come to Lincoln is the free gym membership and the importance of the social aspects for students was highlighted.

Student numbers are expected to increase at Newark and ASI next year and Lincoln will be near to capacity and there may be the need to move some provision to Newark, ie media. Students may need to be turned away and discussions are being held with other Colleges.

AK asked about next steps. JF and ML explained the seven strategic plans that sit underneath and that these, while operational, will be monitored by the sub-committees, ie People Plan by R&PC. MS raised that the strategies don't map exactly to the sub-committee structure so this may need to be considered.

TG raised Government Strategy which is unclear and also upskilling and resilience. The importance of ensuring student resilience was highlighted. It may be helpful to get ex-students back in to College to show their journey. Pay it Forward, guest speakers, alumni and ex students were discussed. There is a resilience practitioner in post and employability skills are important to employers. It was felt the Be Ready was a key message.

**66/24**

## **FIVE-YEAR STRATEGIC PLANS – GROUP WORK**

JF gave an introduction and explained the strategic plans:

Curriculum, People, Finance and Capital, Growth and Commercial, Digital, Estates and Facilities and Sustainability. The plans support the seven priorities.

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|                     | <p>The hierarchy was explained: Our purpose, 5-year priorities, by 2030 statements, by 2027 milestones and actions.</p> <p>The format of the plans was explained and that these each follow the same format. The Growth and Commercial plan was provided as an example including 2027 priorities.</p> <p>It was asked if an annual update would be provided. Progress reports were explained and for example R&amp;PC already receive these linked to the People Plan. Updates and reporting can be provided however this is felt appropriate. It was asked if these will feed into the Board Dashboard but it was felt there were far too many actions to monitor. It was asked that there is detail of the seven main priorities included. These could be RAG rated and reported back to Board regularly. It was explained the dashboard is more to show high level indicators of People, Finance, Quality, etc to show Governors what is happening in the other Committees.</p> <p>The Board were split into Groups to review the 'by 2030 statements' and feedback was collated.</p> <p>This plan will be the legacy for 2035/2040 onwards and how the 2030 plan will support in future. Stepping stones are being put in place. Should there be some open ready projects to take advantage of any available funding pots was raised.</p> <p>It was suggested that sub-committees are aligned for monitoring.</p> |
| <p><b>67/24</b></p> | <p><b>ACCOUNTABILITY AGREEMENT – FOR APPROVAL</b></p> <p>The draft accountability agreement had been circulated for approval. It was explained this has to be uploaded by the end of June 2025. This is an annually updated statutory document. This will be discussed at the annual strategic conversation and there is a linked action plan.</p> <p>It was noted that this does not align with the strategic plan and it was asked if it will therefore be updated accordingly in future and this was confirmed.</p> <p><b>Approved: the Board approved the Accountability Agreement and this will be published accordingly</b></p> <p>It was asked when the document will need updating. It was suggested that this is updated by October 2025 half term. This could also link to the SAR validation in the Autumn. It was agreed that the updated document would feed into the Financial Statements</p> <p>Is there still a levelling up policy was queried. It was agreed to amend this reference. Engineering is mentioned but does not focus strongly in the strategy. Also, no mention of aerospace and it was agreed this will be amended/added. It was noted that the graphic on the first page requires amendment</p> <p><b>Action: amendments to be made prior to upload</b></p>  |

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|              | <p><b>Staff Governors</b></p> <p>The Governance Officer explained that both staff Governors had stepped down. The Academic Staff Member has resigned and the Business Support Staff Member has been appointed to an academic post at the College.</p> <p>The staff as a whole have been reached out to to ascertain if they have any objections to the BSS member transferring to be the Academic staff member. An election will then go out for a replacement Business Support Staff member. The Board agreed that this was a sensible approach.</p> |
| <b>68/24</b> | <p><b>RE-ENERGISER</b></p> <p>An activity took place in groups.</p>   |
| <b>69/24</b> | <p><b>LCG STRATEGY – 2025/2030</b></p> <p>Governors undertook group work in relation to new ideas and communications and this was collated.</p>   |
| <b>70/24</b> | <p><b>URGENT BUSINESS</b></p> <p>No further business was discussed.</p>   |
| <b>71/24</b> | <p><b>DATE AND TIME OF NEXT MEETING</b></p> <p>The next meeting will be held at 1600 hours on Tuesday 8 July 2025</p>   |

The meeting finished at 1600 hours