



**MINUTES OF A MEETING OF THE LINCOLN COLLEGE BOARD OF CORPORATION HELD AT LINCOLN COLLEGE ON TUESDAY 17 MARCH 2026 AT 1830 HOURS**

<b>Present:</b>	Ian Billyard Pat Doody Ashok Kumar Paul Milner Charlotte Watson Mark Locking Jayden Prestwood Ellie Denton Juliet Killey	Chair Vice Chair and Chair of Finance Committee Chair of Performance and Quality Committee  Principal and CEO FE Student Governor HE Student Governor Staff Governor
<b>In Attendance:</b>	Cheryl Maxwell Jo Lynch Jacqui Varlow Graham Harrison Stuart Reddington Julie Sullivan James Foster Margaret Serna	Governance Officer Chief Finance and Compliance Officer Chief People Officer Chief Information Officer Vice Principal Vice Principal Managing Director (International and Commercial) Chair of LCI Board
<b>Apologies:</b>	Reece Leggett Tim Godson Chris Jones Tom McKenzie Mark Taylor	Chair of Higher Education Committee Chair of Audit and Risk Committee  Director of Business Development and Partnerships

<b>59/25</b>	<b>APOLOGIES FOR ABSENCE</b>  Apologies were received from Reece Leggett, Tim Godson, Chris Jones, Tom McKenzie and Mark Taylor.
<b>60/25</b>	<b>ELIGIBILITY, QUORUM AND DECLARATIONS OF INTEREST</b>  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.  Governors were asked to raise any declarations if these became apparent during, or after, the meeting.
<b>61/25</b>	<b>NOTIFICATION OF URGENT BUSINESS</b>  Notification was given that Holly Clayton, Staff Governor, had unfortunately resigned due to work commitments. An election process will take place shortly to re-appoint to this position.  There were no further notifications of urgent business.

62/25	<p><b>PRINCIPAL AND CEO REPORT AND STRATEGIC RISK REGISTER</b></p> <p>The Principal and CEO's report and the Strategic Risk Register had both been circulated for information and were taken as read. Discussions were held on the CEO report as follows:</p> <ul style="list-style-type: none"> <li>• AoC Beacon Award for International Status has been won which is excellent news. Thanks were given to the wider team effort in gaining this award. The core team will be recognised at a dinner or lunch at The Old Bakery as a way of thanks.</li> <li>• A new Strategic Risk has been added to the Risk Register on the conflict in the Middle East. It was confirmed that regular contact is being undertaken with management in Saudi. Only one new member of the team has asked to return to the UK which was undertaken, noting that all other staff remain content in staying in the Kingdom. Evacuation plans are in place and all staff are safe. JF noted that Eid commences today which hopefully may mean that the conflict may have moved on somewhat by the time the college re-opens in two weeks. JF confirmed that currently all sources are being monitored to keep a close eye on the situation and that various staff have left the country on leave due to being Ramadan and Eid but they do wish to return. Relevant guidance is being reviewed regularly including that given within KSA with the company being registered there, as well as UK guidance as Lincoln College is the parent company. Furthermore advice is also being reviewed from various different embassies due to the different nationalities of staff currently working in the Kingdom. JF noted that we do need to be mindful that if the UK Government give evacuation notice that an LCI Board would be urgently set up to discuss the best way forward.</li> <li>• ADI risk remains but further recruitment has taken place with 70 due to start in March and a further 40 after Eid, which is pleasing to note. This will take figures back to what they are currently once the current cohort leave. JF noted that there is further complexity to note being their wish to reduce the overall price, on the job training etc. In broad terms it was confirmed that breakeven point would be around 250 learners therefore figures will rise with the new starts but then drop again once the current cohort leaves.</li> <li>• Armed Forces Covenant will be re-signed on 1 April with Governors being invited to the event.</li> <li>• Two good news stories received from visitors were highlighted, being a testament to the hard work of all staff. It was confirmed that construction students have been duly awarded.</li> <li>• Hamish Falconer MP visited the college recently and raised the borrowing from DfE with regard to the potential PPP; this instigated a conversation whereby it was noted that this was still on the political radar although a solution has not yet been found.</li> <li>• 0.55% increase in the base rate was noted as being disappointing as promised 2%, noting this equates to an increase of £26 per learner.</li> <li>• Free School Meals have been uplifted in schools but not within colleges.</li> <li>• Office for Budget is now showing a £10.50 per hour difference between school teachers and lecturers pay.</li> <li>• In year growth will not be known until potentially May.</li> </ul>
63/25	<p><b>FINANCIAL UPDATE – Q2</b></p> <p>The presentation had been circulated for information prior to the meeting and the following points were noted:</p> <ul style="list-style-type: none"> <li>• Finance Committee members were aware of the position noted and provided check and challenge to these figures.</li> <li>• Details show the full year original budget against both F1 and F2 figures.</li> <li>• A new system is now in place to enable updated forecasts to be undertaken in between months.</li> <li>• Pay noted as above budget but behind F1 forecast due to gapped posts as it is assumed not all posts will be filled by the first day of the academic year as well as lead in time between roles being filled.</li> </ul>

- Works are being undertaken to ensure that recruitment is tight.
- Cash days were noted as being 64 against a sector average of 20 which is pleasing.
- Top line shows working towards £64m against a target of £65m due to PPP.
- Figures for 2026/27 will hopefully be available around May time for review.
- Subsidiaries figures were noted as being where we now wish these to be although close scrutiny is required.
- KSA commercial income noted as showing positive.

ML noted that this is a positive picture but does cause issues with self invested capital as more than the £300k would be required and therefore there is reliance on capital bids. It was noted that we are bidding for 3 bids currently.

ML highlighted again that by gaining a further college in Saudi through the potential PPP process, if successful, would enhance funds to spend further monies on capital.

It was confirmed that the top down figures for 2026/27 includes the winning of one college, which includes lagged funding growth from Lincoln College and a reduced amount of in-year growth funding. JL noted that the FD Forum consensus is to not include any in-year growth funding in budget but this has agreed to be the case with our figures.

The CFFR was discussed noting the scorecard contains various areas for consideration, with this showing us as Good currently. It was noted that there is now a better understanding by SLT on these figures, as well as within the Finance team, which is enabling better decisions to be made.

**Ravendale:** An update was given on Ravendale noting that previously this was rented out to alternative provision but has been empty now for a couple of years. This site consists of the building, playing fields plus some fallow land around the outside. There are currently some opportunities to sell the fallow land with bids being received. This is currently going through process with DfE and external auditors to consider how best to manage this sale. GLT have had close scrutiny on the detail and approved this to move forward with the next stage being Finance Committee approval which has been sought to enable this to go out to a closed market to seek the best offer. Further information will be brought back to Board when offers are received for final sign off once Finance Committee recommendations have been received.

ML noted various options being considered for this fallow land for information.

It was noted that receipt of match funding would be ideal and it was confirmed that this is being reviewed.

**Violin School:** As previously highlighted the MIC provision is changing from HE to a full cost course, therefore it is envisaged that not as many students will enrol on this course. Discussions took place on the lease on this building for information.

**Drill Hall / The Old Bakery:** An update was given on current figures noting that plans are now in place to pay off their intercompany debts. Recovery plans have been discussed by GLT, Finance Committee and Directors with approval sought.

Thanks were given for the updates received.

**64/25 ANNUAL EQUALITY, DIVERSITY AND INCLUSION REPORT**

The Annual EDI report had been circulated and was taken as read, noting that this has already been reviewed by Remuneration and People Committee with regards to the staffing element. The student element of this report is due to be reviewed in depth by the Performance and Quality Committee on 1 April, although the Chair of P&Q was requested

	<p>to review this prior to the meeting today to ascertain whether there were any aspects that required confirmation on student information. It was confirmed that this report, post P&amp;Q Committee, will be uploaded to the Lincoln College Website.</p> <p>JV highlighted that a more detailed executive summary is within the report this year for ease of reference and this shows areas of good practice as well as areas of focus. Student data shows significant issues around performance within high needs and disadvantaged learners which has been drawn out under key challenges.</p> <p>The following points were raised:</p> <ul style="list-style-type: none"> <li>• PD noted that the Gender Pay Gap appears to be closing nicely and queried how this has come about. JV noted that this is more luck than specific works undertaken although it was reported that figures are ahead of action plan targets. Investment is being made in the Women’s Leadership programme which has been discussed in depth at Remuneration and People Committee. This programme will be delivered by Human Alchemy and focus groups will be undertaken initially to consider key barriers that women feel may exist as a barrier to their progression within the college.</li> <li>• PM queried how Lincoln College compares with other colleges when considering women in senior roles; JV confirmed that this is a typical picture hence the programme being important as this is not just around equal pay but any other barriers to progression.</li> </ul> <p>IB confirmed that this report was very detailed and thanks were given for the works undertaken in producing this.</p>
<p><b>65/25</b></p>	<p><b>URGENT BUSINESS</b></p> <p>There were no further items to note.</p>
<p><b>66/25</b></p>	<p><b>MINUTES OF THE CORPORATION AND COMMITTEE MEETINGS</b></p> <p><u>Board of Corporation – 20 January 2026</u></p> <p>The minutes of the meeting held had been circulated. The minutes were agreed as a true record and were signed accordingly.</p> <p><u>Remuneration &amp; People Committee – 12 January 2026</u></p> <p>The minutes of the Remuneration and People Committee meeting, together with the Committee Overview, had been circulated for information and were taken as read.</p> <p><u>Remuneration &amp; People Committee – 9 March 2026</u></p> <p>The minutes of this meeting were in progress and the Chair gave a verbal update noting the People Plan, People Services Annual Report and EDI report were discussed in depth.</p> <p><u>Search Committee – 23 January 2026</u></p> <p>The minutes of the Search Committee meeting, together with the Committee Overview, had been circulated for information and were taken as read.</p> <p><u>Strategy &amp; Growth Committee – 22 January 2026</u></p> <p>The minutes of the Strategy and Growth Committee meeting, together with the Committee Overview, had been circulated for information and were taken as read.</p> <p><u>Strategy &amp; Growth Committee – 19 February 2026</u></p>

	<p>The minutes of the Strategy and Growth Committee meeting, together with the Committee Overview, had been circulated for information and were taken as read.</p> <p><u>Performance and Quality Committee – 28 January 2026</u></p> <p>The minutes of the Performance and Quality Committee meeting, together with the Committee Overview, had been circulated for information and were taken as read.</p> <p><u>Finance Committee – 3 March 2026</u></p> <p>The minutes of this meeting were now readily available. It was agreed to add these to the next meeting for review.</p> <p><u>Higher Education Committee – 4 March 2026</u></p> <p>As these were not readily available for circulation, it was agreed to add these to the next meeting for review.</p> <p><u>Audit &amp; Risk Committee – 10 March 2026</u></p> <p>As these were not readily available for circulation, it was agreed to add these to the next meeting for review.</p> <p><b>Actions: Finance Committee, Higher Education Committee and Audit and Risk Committee minutes to be added to the next meeting for review.</b></p>
67/25	<p><b>MINUTES OF THE SUBSIDIARY MEETINGS</b></p> <p>Minutes were circulated for information noting that these will be reviewed thoroughly through the International and Commercial Committee in March.</p> <p><u>The Old Bakery – 25 February 2026</u></p> <p>The minutes of The Old Bakery Directors meeting, together with the Committee Overview, had been circulated for information and were taken as read.</p> <p><u>The Drill Hall – 16 March 2026</u></p> <p>As these were not readily available, it was again agreed to add these minutes to the next meeting for review.</p> <p><b>Action: The Drill minutes to be added to the next meeting for review.</b></p>
68/25	<p><b>MATTERS ARISING FROM MINUTES OF LAST MEETING</b></p> <p>An overview of the outstanding actions from the previous meetings was given noting the following:</p> <p><b>24/25 – Governance Portal:</b> Ongoing with Audit and Risk having trialed a new method and this now being undertaken with a further committee before potentially being cascaded across all committees and main board.</p> <p><b>28/25 – Lesson Learned on UK Growth:</b> Ongoing</p> <p><b>54/25 – Dashboard:</b> To be shared in readiness for the next Board meeting once further updates have taken place.</p>

	All other actions were noted as being completed.
69/25	<p><b>COLLEGE PERFORMANCE UPDATE</b></p> <p>The Top Level Scorecard summary had been circulated for information and was taken as read. JS confirmed that the full scorecard will be reviewed by Performance and Quality Committee on 1 April and that this is updated three times a year. The following points were highlighted from the summary review:</p> <ul style="list-style-type: none"> <li>• Apprenticeship Accountability Framework data is reviewed by DfE and this currently shows all data as positive with no areas for concern. Achievement is being monitored as 65.3% is forecast which is above both achievement rate and national average last year.</li> <li>• Apprenticeship withdrawals show positive data as well as employer and apprenticeship feedback.</li> <li>• Forecasted whole college achievement (main qual plus English and maths) is reviewed rigorously and currently shows a forecast of 84.6% against a KPI of 86% and a national average of 80.5%.</li> <li>• Forecasted core aim achievement (main qual only) is currently showing a forecast of 85.1% against 83% last year and national average of 82%.</li> </ul> <p>PD queried English and maths and the differences in resit data. It was noted that maths was above national rate and English below and it has been identified as to why this is the case with mitigating circumstances being addressed.</p> <p>PM queried the fresh initiative within English and maths and JS confirmed that the new model will hopefully make a difference with the focus being on high grades with more time and measures being required.</p> <p>ML confirmed that the focus is on those learners whom has a realistic opportunity of achieving a grade 4 as well as the focus to get all learners remotivated within both English and maths. With those learners not likely to achieve a grade 4 then better attendance is being addressed which does need further improvement. Better learning and less behavioural issues were noted, with learners being more motivated within the contextualised lesson when compared to normal English and maths lessons. Student enjoyment is also noted as higher within contextualised lesson compared to mainstream.</p> <p>IB confirmed that this is an area for focus at Performance and Quality Committee as this is an area of concern. AK confirmed that the new model will be reviewed in depth at the next meeting.</p> <p>MS queried the commentary around AS and lower entry students against KPI and queried whether the KPI was too ambitious. SR noted that it is unfair to have a blanket KPI for retention as AS learners would not achieve 85%. This is therefore misleading to have this as a red RAG rating. Growth in A Levels was noted as being around widening participation and the breadth of courses available. A deep dive in this area was undertaken last week showing a Silver expected standard.</p> <p>It was noted that a deep dive is required with T Levels as many do not progress from foundation programmes to an actual T Level with few moving to Apprenticeships as well.</p> <p>Various measures were noted within High Needs as this is an area of concern and reforecasting has been undertaken to enable there to be more confidence in the figures noted.</p> <p>Thanks were given for the updates received.</p>

<b>70/25</b>	<b>REVIEW OF RISK REGISTER</b>  It was confirmed that there was nothing specific to note with regards to the risk register based on conversations held during the meeting.  The conflict in the Middle East does keep being raised at various meetings although as noted there is now a risk specifically noting this and a watching brief is being undertaken.
<b>71/25</b>	<b>ANY OTHER BUSINESS</b>  There were no items of other business.
<b>72/25</b>	<b>DATE AND TIME OF NEXT MEETING</b>  Tuesday 12 May 2026 commencing at 1500 hours at Lincoln Campus

The meeting finished at 1934 hours

Date: ..... Signed: .....

### Action List

#### Actions from the Board of Corporation held on 9 December 2025

Item Number	Description	Action by	Target Date	Status/Note
24/25	Meeting to be held to discuss way forward with Governance Portal	CM	By return	Ongoing – trialled with A&R Committee
28/25	Information to be shared on the GLT lesson learned session on UK growth	ML	By return	Ongoing

#### Actions from the Board of Corporation held on 20 January 2026

Item Number	Description	Action by	Target Date	Status/Note
54/25	PowerBI dashboard link to be shared when sending future papers and live data to be shown at each meeting.	CM	Ongoing	To be shared for the May meeting due to requiring further updates by GLT

#### Actions from the Board of Corporation held on 17 March 2026

Item Number	Description	Action by	Target Date	Status/Note
66/25	Minutes to be added to the next agenda for review:	CM	Next meeting	

	Finance Committee – 3 March 2026 HE Committee – 4 March 2026 Audit and Risk Committee – 10 March 2026			
67/25	The Drill minutes to be added to the next agenda for review	CM	Next meeting	