

**MINUTES OF A MEETING OF THE LINCOLN COLLEGE BOARD OF CORPORATION HELD AT LINCOLN COLLEGE ON TUESDAY 20 JANUARY 2026 AT 1630 HOURS**

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

<b>45/25</b>	<b>APOLOGIES FOR ABSENCE</b>  Apologies were received from Juliet Killey, Ellie Denton and Charlotte Watson.
<b>46/25</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.  Conflict of interest was noted for the CEO, MD I&C, CPO and GO under confidential agenda item 59/25.
<b>47/25</b>	<b>NOTIFICATION OF URGENT BUSINESS</b>  IB confirmed that an advert had been out for Associate Governor vacancies to assist with supporting Governors at various Committee meetings with specific expertise. Six applications had been received and an informal meeting held with potential Associates whom were available. Positive feedback was noted with all applications received. Search Committee will now meet to consider the applications and make their recommendations to

	<p>Board on whom they would like to appoint and to which Committee. These recommendations will be circulated to Board via email for approval, due to requiring an imminent start date wherever possible.</p> <p>IB reported that Farhan Ahmed had resigned as Governor and consideration on appointing a further full Board member is currently being undertaken.</p> <p>IB also noted that a meeting was held earlier today with regard to the External Board Review which is required by the DfE this academic year. Again further emails will be circulated in due course whereby Governors will be asked to join relevant meetings as part of the process.</p>
<p><b>48/25</b></p>	<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.</p> <p>ML confirmed the Balanced Scorecard is the objectives set for all GLT as part of their relevant strategic plans and these are considered and reviewed regularly. These objectives are also reviewed in depth by the relevant sub committees. The top key priorities, as noted in the CEO report, will be reviewed in detail at the next Strategy and Growth meeting.</p> <p>Discussions were held on the CEO report as follows:</p> <ul style="list-style-type: none"> <li>• Strategic Risk Register has not changed due to timings since the last meeting.</li> <li>• The recruitment gate for ADI has opened which is positive.</li> <li>• English and maths resits have been undertaken and results show both positive and negative aspects; Maths showing positively at 40% pass rate against a national average of 23% and 29% last year. English was lower being 19.5% pass rate against a national average of 37.5% and 25% last year. It was noted that learners had been streamed and only those at the current top end of a grade 3 undertook a resit, equating to 190 for English and 200 for Maths, out of the 1,500 total requiring English and/or maths this academic year.</li> <li>• JS highlighted that an issue had been identified in English before the resits took place and this is being addressed. Consideration is now required on why Maths is achieving and English not, hence the risk remaining at Amber.</li> <li>• DTEC bid is now live and an update on the current position was given.</li> <li>• PPP is still awaiting confirmation from Ministry of Finance although there is still confidence that this will be released shortly, forecasting a January 2027 start date for the 4 existing colleges and a September 2027 start date for the remaining 2 new colleges.</li> <li>• Potential Associate Governors had been met with recently which was deemed a positive meeting and consideration is also being given to a potential new full Board member.</li> <li>• A meeting had been held with the owner of The White Hart whom may consider sitting on The Old Bakery Directors meetings to give their expertise. IB queried if any Governors knew of any further acquaintances which would be a good fit with any of the subsidiary committees, and if so, make relevant suggestions as expertise in these areas is required.</li> </ul> <p>PD queried the current position on ESOL and ML confirmed that a meeting was held on Friday whereby it was clarified that changes will now commence in September 2027. A discussion was held over whether Board should write noting their views as part of the consultation although this closes tomorrow; the link to be circulated in case any Governors wished to respond on behalf of the governing body.</p> <p>The Balanced Scorecard was discussed as follows:</p> <ul style="list-style-type: none"> <li>• TG queried the scoring of the People Services objective around EDI and JV confirmed that this is a four year objective which was set much earlier than the figures quoted, noting the four year action plan target has been met already although further</li> </ul>

	<p>improvement is sought. JV to amend the notes to reflect this and share the Gender Pay Gap report if Governors would like sight of this.</p> <ul style="list-style-type: none"> <li>• TG queried if attendance for English and maths should be moved to Green as it was felt that this was on target. SR noted that when considering attendance overall this does have a consistent decline unfortunately and once this happens then it is hard to increase this again, therefore maintaining the current attendance rates are now key.</li> <li>• TG kindly agreed to be the link governor on sustainability therefore this risk could move to Green; thanks were given for agreeing to undertake this role. TG to meet with Chris Smith in due course.</li> <li>• CJ queried if risks could be noted in priority order to allow Governors to see which are the key aspects for consideration. It was agreed that this would be reviewed and main priorities highlighted accordingly.</li> <li>• IB queried the digital strategy risk noted as Red. GH confirmed that there are four aspects which sit behind this top level objective, with 2 currently Green, 1 Amber and 1 Red, therefore good progress is being made including a course that is being developed. The issue to note is meeting the 40% curriculum delivery embracing digital opportunities, which may be the wrong metric and may need revising. Some curriculum areas were noted as being far better than others in embracing digital opportunities. It was noted that there are also some financial issues which require addressing as well as shortages on some equipment which has hindered the roll out.</li> <li>• English and maths attendance was queried as when grouped together this sits at 77% and it was agreed that this would be noted as a split as well moving forward, with English currently sitting at 76.9% and maths 77.1%. IB confirmed that these figures will be reviewed in depth by P&amp;Q Committee.</li> </ul> <p>The Strategic Risk Register was taken as read. TG noted that there are a number of current target dates which have expired and it was queried how this can be the case when these risks should be covered in depth by relevant committees. This was duly noted and agreed that this would be addressed in readiness for future meetings, although dates should not now be artificially moved forward. ML confirmed that the cause of this will be reviewed to ensure this is not the case by next Board.</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>Governors to put forward any suggested acquaintances with expertise to sit on relevant subsidiary committees</b></li> <li>• <b>JV to amend notes on EDI objective on scorecard and share Gender Pay Gap report if Governors require sight of this</b></li> <li>• <b>TG to meet with Chris Smith as link governor for sustainability</b></li> <li>• <b>ML to amend Sustainability objective to Green as link governor now appointed</b></li> <li>• <b>ML to highlight priority objectives on the Balanced Scorecard</b></li> <li>• <b>SR to note attendance split for English and maths as well as the combined percentage on the E&amp;M attendance objective notes</b></li> </ul>
49/25	<p><b>STRATEGIC PLAN OBJECTIVES</b></p> <p>The Balanced Scorecard Objectives were discussed alongside the CEO report above.</p>
50/25	<p><b>URGENT BUSINESS</b></p> <p>There were no further items to note.</p>
51/25	<p><b>MINUTES OF THE CORPORATION AND COMMITTEE MEETINGS</b></p> <p><u>Board of Corporation – 9 December 2025</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>

Audit and Risk Committee – 2 December 2025

The minutes of the Audit and Risk Committee meeting, together with the Committee Overview, had been circulated for information and were taken as read.

Remuneration and People Committee – 1 December 2025

The minutes of the Remuneration and People Committee had been circulated for information and were taken as read, noting that confidential items had been removed.

Remuneration and People Committee – 12 January 2026

The Chair gave an update on the meeting noting that both the minutes and the overview document are now readily available for circulation. The Pay Award was the main topic at this meeting, with the People Services Annual Report being deferred until March due to time constraints.

Appraisal Committee – 3 December 2025

The Chair gave an update on the meeting noting that this was a review of the objectives set for the 3 SPHs as a confidential item. IB highlighted that the Chair of this Committee is an Associate member to allow independence.

Higher Education Committee – 3 December 2025

The minutes of the Higher Education Committee meeting, together with the Committee Overview, had been circulated for information and were taken as read.

**52/25 MINUTES OF THE SUBSIDIARY MEETINGS**

Minutes were circulated for information noting that these will be reviewed thoroughly through the International and Commercial Committee in March.

The Old Bakery – 1 December 2025

The minutes of The Old Bakery Directors meeting, together with the Committee Overview, had been circulated for information and were taken as read.

The Drill Hall – 9 December 2025

The minutes of The Drill Hall Directors meeting, together with the Committee Overview, had been circulated for information and were taken as read.

Human Alchemy – 4 December 2025

The minutes of Human Alchemy Directors meeting, together with the Committee Overview, had been circulated for information and were taken as read.

ML queried if PM would like him to speak with acquaintances from The White Hart to ascertain if they would be interested in attending The Old Bakery Directors meetings to share their expertise. This was agreed to be undertaken although PD noted that there may be a slight conflict. PM confirmed that he would be happy to meet with them if they were in agreement to joining the meetings.

**Action: ML to pursue acquaintances from The White Hart to ascertain if they would like to join The Old Bakery Directors meetings.**

	<p>With regard to Human Alchemy, PM raised the resignation of AT and JF confirmed that she would remain as an associate. Discussions took place on the potential replacement of this position noting that works are being considered on the way forward.</p>
<b>53/25</b>	<p><b>MATTERS ARISING FROM MINUTES OF LAST MEETING</b></p> <p>The matters arising were discussed as follows:</p> <p><b>06/25 Strategic Plan Flowchart:</b> Duly updated. Completed.</p> <p><b>07/25 Cluster Board Mtg:</b> Ongoing with CJ due to meet MT and be involved with the DTEC submission.</p> <p><b>09/25 Committee Objectives:</b> Ongoing with one objective to be confirmed and then all to be circulated for info.</p> <p><b>11/25 Cyber Awareness:</b> Agreed to remove.</p> <p><b>24/25 Governance Portal:</b> Meetings are scheduled to confirm the best way forward.</p> <p><b>28/25 KSA Update Meeting:</b> Date set for 4 Feb at 4.30pm on Teams. Completed.</p> <p><b>28/25 UK Growth Lesson Learned:</b> Ongoing; ML to share info when readily available.</p> <p><b>28/25 Finance Minutes:</b> Completed as circulated with previous Board minutes.</p>
<b>54/25</b>	<p><b>GOVERNOR DASHBOARD</b></p> <p>The Dashboard had been circulated for information, noting that this had not been updated since the December Board meeting due to timings.</p> <p>PM queried missing information on the snapshot and GH reported that this should ideally be reviewed as a live document through PowerBI which would allow Governors to review the info in more depth. ML queried if this could be shown live at future meetings and this was agreed. It was also agreed that the link to the Dashboard could be shared and used by those whom use their Lincoln College logon details. Hopefully once the way forward with the governance portal has been resolved, this will allow all Governors to review through PowerBI with full access as and when required.</p> <p><b>Action: CM to share link to the Dashboard when sending future papers and show live data at each meeting moving forward.</b></p> <p>CJ queried headcount data and how long it is taking to fill any vacant posts, as well as how many current vacancies there are. ML confirmed that there are currently approx. 7 - 8 vacancies of which 1 has been advertised numerous times and is hard to fill. Figures were noted as being extremely low when compared to other colleges which is positive. JV noted that as this information is not live but a snapshot, it could be an option to give an update at each meeting on this instead.</p> <p>MS confirmed that filling of vacant posts has been improved recently due to People Plan objectives as well as the assistance of the new Recruitment Manager whom has made an impact. JV noted that the current reputation of the college is now also assisting with filling posts.</p>
<b>55/25</b>	<p><b>APPLICATION OF COLLEGE SEAL</b></p> <p>It was reported that the seal had been applied once since the last meeting and this was the standard report.</p>
<b>56/25</b>	<p><b>REVIEW OF RISK REGISTER</b></p> <p>It was confirmed that there was nothing specific to note with regards to the risk register based on conversations held during the meeting.</p>

<b>57/25</b>	<b>ANY OTHER BUSINESS</b>  There were no items of other business.
<b>58/25</b>	<b>DATE AND TIME OF NEXT MEETING</b>  Tuesday 17 March 2026 commencing at 1500 hours at Newark Campus

Staff and Students, with the exception of Mark Locking, James Foster, Jacqui Varlow and Cheryl Maxwell, left the meeting for a confidential item to be discussed. A potential conflict of interest was raised as the CPO is part of the staff group who would benefit from any pay award given.

#### **CONFIDENTIAL ITEM – PAY AWARD**

<b>59/24</b>	<b>PAY AWARDS – CONFIDENTIAL ITEM</b>  This item was minuted as a confidential item.
--------------	--

The meeting finished at 1832 hours

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

#### **Action List**

##### **Actions from the Board of Corporation held on 21 October 2025**

<b>Item Number</b>	<b>Description</b>	<b>Action by</b>	<b>Target Date</b>	<b>Status/Note</b>
07/25	CJ and MT to meet offline re Defence Cluster Board	MT	By next meeting	Meeting scheduled and CJ to be involved with submission of DTEC bid
09/25	Circulate updated committee objectives once all set	CM	By next meeting	Ongoing

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

<b>Item Number</b>	<b>Description</b>	<b>Action by</b>	<b>Target Date</b>	<b>Status/Note</b>
24/25	Meeting to be held to discuss way forward with Governance Portal	CM	By return	Ongoing
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**

<b>Item Number</b>	<b>Description</b>	<b>Action by</b>	<b>Target Date</b>	<b>Status/Note</b>
48/25	Governors to put forward any suggested acquaintances with expertise to sit on relevant subsidiary meetings	All	Ongoing	
	Notes on EDI objective on scorecard to be amended and sharing of Gender Pay Gap report to be undertaken if Governors would like sight of this	JV	By next meeting	
	TG to meet with Chris Smith as link governor for sustainability	CM	By next meeting	
	Sustainability objective to move to green as link governor now appointed	ML	By next meeting	
	Main priority objectives to be highlighted on Balanced Scorecard	ML	By next meeting	
	English and maths attendance objective to note split between the two areas as well as the combined percentage	SR	By next meeting	
52/25	Speak with acquaintances from The White Hart to ascertain if they would like to join The Old Bakery Directors meetings	ML	ASAP	
54/25	PowerBI dashboard link to be shared when sending future papers and live data to be shown at each meeting.	CM	Ongoing	