

MINUTES OF A MEETING OF THE LINCOLN COLLEGE BOARD OF CORPORATION HELD AT LINCOLN COLLEGE ON TUESDAY 7 JULY 2026 AT 1600 HOURS

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

88/25	APOLOGIES FOR ABSENCE Apologies were received from Paul Milner, Charlotte Watson, Katey Bishop, Jayden Prestwood, Julie Sullivan and Graham Harrison.
89/25	ELIGIBILITY, QUORUM AND DECLARATIONS OF INTEREST 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.
90/25	NOTIFICATION OF URGENT BUSINESS There were no items of urgent business to note.
91/25	PRINCIPAL AND CEO REPORT The Principal and CEO report, Strategic Risk Register and Balanced Scorecard Objectives had been circulated for information and were taken as read, with the following updates being highlighted:

- Achievement forecast overall should read 83% within the report.
- Budget achievement 2025/26 has moved from the BAU risk register.
- Achievement of high needs learners has been added to the Strategic Risk register and will be reviewed regularly through an action plan being monitored by P&Q Committee.
- DTEC showing a better financial position than anticipated, although this will require resources. Rick Long has been appointed as Interim Director. First students noted as already being on site with additional revenue spend by April submitted for £667k. Capital will be revised once the Expression of Interest has been accepted. Detailed business case has been submitted noting when monies will be required against this plan. Revenue will be mainly for ourselves to spend with capital being spent across a maximum of 3 to 4 partners, although a sizeable chunk of this will also be for ourselves.
- Good progress is being made on bids with funds now being received.
- MT and JF have recently returned from a visit China where the new Construction Programme contract in Guangdong was signed, for the second programme linked to civil engineering with the first intake being September as long as sufficient students apply. Also considering a third programme as soon as possible. The only site not seen during this visit was Chengdu who are currently on teach out.
- Excellent bid placed by People Services on the Best Health and Wellbeing Initiative through CIPD. MS confirmed that the video was shown at Remuneration and People Committee and it was agreed to share this for information. As an aside it was agreed to also share the student video as shown at Awards Evening for those that did not see this.

CJ queried the two lines of data on the balanced scorecard, being year one leavers and mental health, as both have moved from green to amber to red. JV confirmed that these were discussed in detail at the recent Remuneration and People Committee, noting leavers is due to not matching turnover but that this was going in the right direction although the target of having a percentage the same as the overall turnover will not be met, hence now red. JV noted that the objective was over ambitious therefore this will be continued into next year with the target being reduced. It was also confirmed that all year one leavers are being monitored on an individual basis.

With regard to mental health and sickness levels it was noted that this has moved to red based on one target around mental health not going how we would have liked, even though overall absence is stable. It was noted that this is a national picture and that the AoC report has been reviewed to ensure that the college are undertaking relevant interventions as suggested in the report. This will be kept under review.

ML noted that long term sickness is reducing but short term absence is unfortunately on the rise and this is being reviewed to check for any patterns. CJ queried if workload capacity was an issue and ML confirmed that work demands have improved but still remain the lowest score on the HSE HWB survey, which is the case throughout the sector. JV noted that Lincoln College do perform better than other organisations and this is moving in the right direction but does need close monitoring. The workload task group do meet regularly around academic staff demand.

JL queried if the actual targets on these are achievable as some could be related to personal stress and JV confirmed that this was the case hence the reason why each should be reviewed individually and not just the target figure considered.

ML confirmed works are ongoing with Curriculum Leads as this is an area that has been highlighted with workload demand; various meetings are ongoing to assist with this issue moving forward although these roles were noted as being tough and constantly busy. An update was given on what has been undertaken previously to assist in this area, including current teaching hours for this cohort of staff. JL queried if this area has a high turnover of staff and it was confirmed that this was not the case.

	CJ queried if objectives are now being rewritten for next academic year and ML confirmed that the first draft has been undertaken, noting some objectives are also being brought forward from this year as well where relevant. These new objectives will be reviewed by Strategy and Growth at the start of next academic year. Actions: H&WB video and Student video to be shared with minutes for those wishing to review. S&G to review new objectives at first meeting of next academic year.
92/25	FINANCIAL PLAN The draft budget and capital plan had been circulated for information and was taken as read. A presentation was given noting that this has been reviewed by Finance Committee in depth. An update was given on the forecasted original budget highlighting figures at both quarter 2 and quarter 3, confirming that the group will achieve a CFFR rating of Good. Main movements were noted for information being under delivery of full cost target; overall BD target; gapped post savings. ML reported that some colleges have a high volume of gapped post and this is not the case here as the recruitment team have managed to fill all but one posts this year which is good but in turn this has not produced the original anticipated saving. ML confirmed that discussions have been held on what will be undertaken differently next year from the lessons learnt this year, with managers being aware that decisions are required to be taken earlier in the year if they believe adjustments are required. CJ noted over optimism on some lines of data and IB highlighted that the balance needs consideration. PD confirmed that Finance Committee met for three hours to go through this data in detail and to consider how things should or could be amended in future with lessons learnt. Opportunities and risks were both reviewed in depth by Finance Committee and these will be reviewed quarterly to apply realism to the actual forecast. ML reported that the Balanced Scorecard is reviewed down to SLT level and that realism needs applying to these objectives for these to be stretch targets but not causing demotivation. More rigour should have been undertaken at Q2 to ensure openness and transparency at SLT. It was confirmed that the budget position shows £300k surplus which is achievable and the assumptions were highlighted as well as the risks and opportunities. Key assumptions were reported on both income and expenditure. MT confirmed that the Bootcamp bid has been won although the value is not yet known and there was concern around how much this would be. ML noted that 5 SEND apprenticeship roles have been added to budget. Consideration will be given to these apprentices upon their completion on them finding employment at the College. FR 102 was discussed noting that leases are costs to both I&E and included in EBITDA figures. These include the likes of photocopiers, gym equipment etc, and these will be moved to below the line next year, totalling £2,500. It was confirmed that each risk and opportunity has now been RAG rated and shared with Finance Committee with an in-depth review undertaken, and these being monitored regularly as previously noted. PD confirmed that Finance Committee asked for this contingency to be placed in budget which was undertaken. The draft budget for 2027/28 was also highlighted for information.

	ML confirmed that that capital is looking OK and JL gave an update noting that further FECCA monies will be received with some monies being proposed on self funding. Capital bids will also hopefully be released in year as well. JL noted that if we sell any assets these funds are restricted for capital use and CJ queried if we have a list of where to spend these monies if available, ie on IT spend. It was confirmed that an exercise has been undertaken to grade possible spend and this has been balanced this year alongside curriculum requirements. IB noted that budget for 2026/27 requires Board approval and reiterated that this has been reviewed in depth by Finance Committee, noting their recommendation is to approve this, but it is important for all governors to be satisfied that their questions have been answered due to all governors having accountability for this. IB confirmed that he is reassured with various aspects noted in budget, including in-year growth on 16-19 not being included which may in turn allow further monies to be spent if this does materialise. Members duly approved the budget. Additional Pay Award: ML noted that Board had previously agreed to review the payment of a 1% additional award backdated to April based on affordability, in year growth and current financial position. Unfortunately it was noted that based on information to date it is not prudent to recommend this payment although this is very disappointing. The proposal has been made to both Finance Committee and Remuneration and People Committee to not pay this additional 1% award. Furthermore it was highlighted that Unions are accepting of this position. IB confirmed this has been discussed at Finance Committee around affordability and Remuneration and People Committee on whether to propose this or not for Board approval; Finance confirmed that this was not affordable and R&PC confirmed that this should not be proposed for approval. Members duly agreed with this decision to not pay the 1% additional pay award.
93/25	RAVENDALE UPDATE Papers have been circulated noting the current position with the sale of fallow land at Ravendale, confirming that this had been discussed at both Finance Committee and Strategy and Growth Committee in depth. Various members were also in attendance at the contractors presentation. It was confirmed that this sale will provide capital income and provide monies to support learners through work experience and apprenticeships. This is a mixed development of social housing and a step down care home from the hospital trusts. Further works may also arise with learners once this facility is built. The challenge will be gaining planning although there is evidence that this may be awarded this time. It was confirmed that the college will be involved in the planning application to hopefully enable the sale to subsequently take place. Members approved the potential sale of this fallow land and to proceed with using capital on infrastructure on the existing campus.
94/25	SUB CONTRACTING UPDATE A paper had been circulated on subcontracting provision for 16 – 19 funding to Abbey Access Training, as has been undertaken this academic year.

	It was noted that this will be the third year of this relationships with Abbey Access, noting a 99% achievement rate this year and that this does support various learners to progress. These learners would not necessarily attend the main Lincoln College site for various reasons and this sub contracting provision does allow them to not become NEET learners. Once learners have undertaken their course through Abbey Access they then do sometimes return to the college to undertake one of our courses. It was noted that a request was submitted to DfE to sub contract monies back in April and agreement received today that they will accept this agreement formally in due course. Lincoln College will retain 20% of these monies to cover quality and administration costs. ML requested that data on pipeline progression be provided to ascertain how may learners have undertaken this provision and then returned to Lincoln College, as well as all destination data on where learners move on to. It was noted that success rates are excellent in terms of achievement. MT to provide this data prior to confirming the sub contracting with Abbey Access. It was agreed that MT and ML will meet the new owners of ACIS, who have recently taken over Abbey Access, to review their longer term plans and how a partnership could evolve moving forward as opposed to provision being undertaken through the sub contracting route for the following year. Members duly approved this request to sub contract with the above caveats noted above. Action: MT to provide ML with relevant data prior to confirming the sub contracting provision for next year. ML / MT to meet with owners of ACIS regarding a partnership moving forward
95/25	HE FEES The paper circulated has previously been discussed at HE Committee and was duly approved. It was noted that this now needs approval by Board to approve the fee structure proposed for the academic year 2027/28. SR confirmed that government set the maximum fees and the proposal is for Lincoln College to charge the higher rate of £10,050 for all entrants from September 2027, in line with the higher fee cap for next year. Part time learners would be charged the equivalent as is the case currently and there is no proposal to change the current rate for HNC / D's as an increase could impact local employers. Furthermore, International fees would be increased in line, to cover all admin costs, and the suggestion is to raise this to £10,265. RL confirmed that this has been discussed in detail at HE Committee, with discussions held around fees rising above the £10k threshold although it was felt that this would not affect recruitment numbers as it would be in line with other institutions. CJ queried this against the issue on the scorecard of HE numbers declining and an update was given on HE growth noting this is being undertaken over a 5 year plan with the first 2 years being stabilisation with some quals being removed. Whilst numbers are set to decrease the same income has been placed in budget with growth being targeted the following year and new quals set as agreed by HE Committee. ML noted that previously HE provision was not price driven and queried why the HNC / D element is not rising, even if only at the rate of inflation, and queried how this aligns with other institutions. SR confirmed to take this offline with ML and provide relevant facts.

	RL confirmed that discussions had also been at HE Committee on delivery of programmes as those studying with the college are not likely to be linear learners. Therefore mindset was noted as being an issue that needs addressing to ensure that there is more flexibility with recruitment in the future. Members duly approved the increase in HE fees as outlined in the report. Action: SR / ML to meet offline to discuss HNC / D fees.
96/25	COLLEGE PERFORMANCE UPDATE The Top Level Scorecard had been circulated for information and was taken as read, noting that this has been reviewed in depth by P&Q Committee. Issues and concerns were noted as highlighted within the CEO Report. IB queried if receipt of this full scorecard was useful and PD noted that receipt of the main trends instead would be advantageous. It was therefore agreed to share the high level P&Q overview report with members for their information and that moving forward a summary will be provided as opposed to the actual TLS. SR confirmed that the TLS is being taken to SLT tomorrow for a further in-depth review. ML confirmed that if forecasts land there are some areas of strength and the majority “meet expectations” with a few areas requiring attention, such as High Needs, English and Maths and Functional Skills, as well as attendance. Furthermore it was noted that there are around three curriculum areas that also require attention and these were highlighted for information. RL confirmed that in depth discussions had been held at P&Q on the way forward with FS. ML reported that quality needs to be moved forward to enable the college to be the premier provider in education and training in the region, although this is a stretched target. Action: P&Q overview report to be shared with minutes for information. High level summary to be given to Board moving forward as opposed to actual TLS.
97/25	ACCOUNTABILITY AGREEMENT The draft Accountability Agreement, as well as the GLCCA Accountability Statement, had been circulated for information and were taken as read. It was noted that the Accountability Agreement requires approval prior to submission to DfE by the 31 July. MT confirmed that the purpose of the AA report is to confirm how the college uses public monies for the community it serves. This was last updated in December 2025 therefore there were no material updates to note other than: • Information added on DTEC • Language around devolution amended • Labour market details updated • Forecast for student growth updated • Sector priorities refined based on devolution • KPIs linked to priorities added as per DfE requirement A discussion was held around the priorities noted within the statement against those highlighted in the balanced scorecard. It was confirmed that those within the statement reflect the 2026/27 objectives and ML confirmed that these were the correct targets for next year. Members duly agreed approval of the Accountability Statement for uploading to the website.

	Action: MT to send AA to DfE by 31 July. CM to upload AA to the website.
98/25	CONTINUATION OF MEMBERS The Governance Officer confirmed that Search Committee had met in June and approved the continuation of relevant Board members and Associates whose terms of office are due to expire imminently. It was also noted that approval has been received from relevant Committee Chairs for those Associates that only sit on a committee. The extension of these terms of office will now be discussed at relevant 1-1 meetings with the Chair over the summer period. ML gave an update on the potential of a further two Governors joining Board from next academic for information, pending Search Committee approval.
99/25	POLICIES The Admissions Policy and Learner Support Fund Policy had both been circulated for approval. Key changes had been highlighted in both for ease of reference. JF confirmed that the changes within the Admissions Policy are around HE widening participation; courses no longer offered; additional information on international provision as requested as part of the UKVI audit. The Admissions Policy was duly approved for publication. The Learner Support Fund summary paper highlighted the changes noting that these have been made to bring this in line with regulations and audit requirements. A discussion was held around paragraph 16 and monies being available for those whom are eligible. It was confirmed that consideration is required on this rewording of this prior to being published. AK queried whether this has been thoroughly checked before this is finally approved and ML confirmed that moving forward this should be overseen by a sub committee for scrutiny and it was agreed that Audit and Risk would review this moving forward. The Learner Support Fund was duly approved for publication once amendments have been made to para 16. Actions: Admissions Policy to be published. Learner Support Fund Policy para 16 to be reworded prior to be published.
100/25	UNIVERSITY OF LINCOLN UPDATE The Chair gave an update on discussions being held with the University of Lincoln regarding a strategic alliance to ensure that Board were aware of the current position, noting that this has been discussed at Strategy and Growth Committee. Plans will now be progressed further to move this strategic alliance forward.
101/25	URGENT BUSINESS There were no items of urgent business to note.
102/25	MINUTES OF THE CORPORATION AND COMMITTEE MEETINGS

	<u>Board of Corporation – 12 May 2026</u> The minutes of the meeting held on 12 May 2026 had been circulated. The minutes were agreed as a true record and were signed accordingly. <u>Board of Corporation Strategy Session – 12 May 2026</u> The minutes of the strategy session held on 12 May 2026 had been circulated. The minutes were agreed as a true record and were signed accordingly. <u>Strategy & Growth Committee – 14 May 2026</u> The minutes of the Strategy and Growth Committee meeting, together with the Committee Overview, had been circulated for information and were taken as read. <u>International and Commercial Committee – 11 June 2026</u> The minutes of the International and Commercial Committee meeting, together with the Committee Overview, had been circulated for information and were taken as read. <u>Search Committee – 16 June 2026</u> The Chair's overview of the Search Committee meeting had been circulated for information and was taken as read. The minutes had not been circulated due to confidential information being noted within these on specific Board members. The following minutes and committee overview summaries would be shared with members post the meeting for information, noting that any queries should be sent to relevant Chairs for answering. Chairs to then forward all queries and responses to the Governance Officer for collating and circulating to all members for information. • Strategy & Growth Committee – 2 July 2026 • Audit & Risk Committee – 23 June 2026 • Finance Committee – 24 June 2026 • Higher Education Committee – 30 June 2026 • Performance and Quality Committee – 1 July 2026 • Remuneration and People Committee (summary only)– 6 July 2026 Minutes to be added to the next agenda for review. Actions: Minutes and overview summaries to be shared with members for information. Members to send any queries direct to relevant chairs for a response. Chairs to send any queries and responses to Governance Officer for collating and sending to all members for information.
103/25	MINUTES OF THE SUBSIDIARY MEETINGS The minutes of The Old Bakery meeting held on 17 June 2026 had been circulated, together with the overview, for information and were taken as read. The minutes from The Drill meeting and The Human Alchemy meeting to also be shared via email as noted above. Action: Governance Officer to also share The Drill and The Human Alchemy minutes.
104/25	MATTERS ARISING FROM MINUTES OF LAST MEETING

	Actions from previous meetings were discussed as follows: 24/25 Portal: It was noted that it has now been agreed to revert back to purchasing a Portal for Governance use moving forward, as opposed to sharing documentation through Sharepoint. This is due to the recent cyber attack at the University of Nottingham and as requested by the Chief Information Officer – Ongoing 83/25 Attendance Data: Still to be added to the Dashboard – Ongoing All other actions were noted as being completed and to be removed.
105/25	DRAFT MEETING SCHEDULE 2026/27 The draft meeting schedule for 2026/27 had been circulated for information. It was noted that Committee Chairs had reviewed the continuation of their specific committee meetings during the last meeting of this academic year to consider the way forward next academic year. This was a suggestion from the External Board Review. Search Committee will now merge with Remuneration and People Committee moving forward, with Search aspects being covered in the December and July meeting dates. Governance, as highlighted in the External Board Review, will now be covered in the Strategy and Growth Committee moving forward, with this becoming Governance, Strategy and Growth Committee. MS agreed to prepare an update for circulations on the way forward with the International and Commercial Committee, alongside the three subsidiary Directors meeting, being The Old Bakery, The Drill Hall and Human Alchemy. Action: MS to prepare update on the way forward with I&C Committee and subsidiary Directors meetings.
106/25	RSM EMERGING ISSUES This document had been circulated for information, as requested by Audit and Risk Committee, to ensure that all members are aware of these emerging issues.
107/25	EVENTS LIST 2026/27 A list of events planning for 2026/27 had been circulated for information and awareness.
108/25	DASHBOARD A snapshot of the Dashboard had been circulated for information, as well as the link to review this live, and this was taken as read. IB highlighted that a masterclass in 16-19 funding could be undertaken in September with all Board members to explain how this funding stream works and any implications. A discussion took place on the value of this dashboard verses time spent preparing this and CJ noted that this is now not what was originally requested and most information is now available via others means. It was agreed that ML and GH will review this offline with CJ on the best way to move this forward, to ensure that this is worthwhile undertaking. RL highlighted that originally this was to enable members not sitting on specific committees to see relevant high level data that they would not normally be privy to.

	Action: ML / GH to meet with CJ offline to consider the way forward with the Dashboard.
109/25	REVIEW OF RISK REGISTER It was confirmed that there was nothing specific to note with regards to the Risk Register based on conversations held during the meeting.
110/25	ANY OTHER BUSINESS Both ML and IB gave thanks to all members for their time and effort over the last academic year. There were no items of other business.
111/25	DATE AND TIME OF NEXT MEETING A Training Session will be held on Tuesday 15 September commencing at 1500 hours with the next meeting taking place on Tuesday 20 October 2026.

The meeting finished at 1807 hours

Date: Signed:

Actions from the Board of Corporation held on 9 December 2026

Item Number	Description	Action by	Target Date	Status/Note
24/25	Provide governance portal for use moving forward	CM	ASAP	Ongoing due to portal now being required as opposed to through Sharepoint.

Actions from the Board of Corporation held on 12 May 2026

Item Number	Description	Action by	Target Date	Status/Note
83/25	Last years data to be added to attendance data on dashboard for comparison	JS / SR	By July mtg	

Actions from the Board of Corporation held on 7 July 2026

Item Number	Description	Action by	Target Date	Status/Note
91/25	Both MH&WB video and student video to be shared with minutes for information	CM	With minutes	Attached
	New objectives to be reviewed at next S&G meeting	CM	Next S&G meeting	

94/25	Provide relevant data on sub contracting provision	MT > ML	ASAP	
	Meet with ACIS regarding partnership next year as opposed to sub contracting	MT / ML	ASAP	
95/25	Meet offline to discuss HNC /D fees not increasing in line with inflation	ML / SR	ASAP	
96/25	P&Q overview summary report to be shared with minutes	CM	With minutes	Attached
	High level TLS summary to only be sent to Board moving forward	JS / SR	Ongoing	
97/25	Accountability agreement to be shared with DfE by 31 July deadline	MT	by 31 July	
	Accountability agreement to be uploaded to website	CM	By 31 July	
98/25	Publish Admissions Policy	CM	By return	
	Rewording of Para 16 in LSF policy to be undertaken	JV	By return	
	LSF policy to be published once para 16 has been amended	CM	ASAP	
102/25	Share various minutes / Chairs summaries for information with members sending queries to relevant Chairs if required	CM / All	ASAP	
	Chairs to forward any queries, together with responses, to CM for collation and sending to all for information	Sub Chairs > CM	When available	
105/25	Prepare update on way forward with I&C Committee v Directors Meetings next year	MS	ASAP	Attached
108/25	Meeting to be held to review way forward with Dashboard	MT / GH / CJ	ASAP	