

The
Lincoln College
Group

VISION 2030

LINCOLN COLLEGE
GROUP STRATEGY

2025-30

VISION 2030

FIVE-YEAR STRATEGY

Lincoln College Group's ambitious, employer-led, 5 year strategy, will strengthen our position as a leading provider of education and training.

By 2030, we will be leaders in skills and recognised for our excellence and innovation in creating and delivering the pathways that ensure employers have the workforce they need to deliver growth, sustainability, prosperity and security.



Our core commitment is to ignite an **aspirational mindset** in every learner, providing the best possible chance for their success in life and work. We aspire to foster this “ambitious spirit” across our entire community – students, staff, employers and partners worldwide. We will achieve this through stronger collaboration and growth that ensures a broader and more efficient **industry-led** curriculum with accessible career pathways for more people. We will deliver exceptional skills development through high-quality teaching. This will equip individuals with the vital competencies for successful careers and instil the behaviours and attitudes essential for increased productivity. Key focuses will be advancement of digital learning skills along with ways to enrich every learner's work-focused experience to meet the evolving skills demands of employers.

In the coming five years, we will build upon our existing strengths, striving for excellence and taking aspirational leadership in key areas, both nationally and regionally, while also championing our local specialisms:



NATIONAL LEADERSHIP:

- **International Education:**
Expand and enhance our strong Group international reputation as experts in the delivery of vocational education programmes, extending our global impact and influence.
- **Aerospace & Defence:**
Become a national leader in aerospace and defence education, providing critical skills for this vital sector.



REGIONAL LEADERSHIP:

- **Skills Delivery:**
We will achieve recognition for excellence and innovation in developing employer-led skills and clear career pathways. Lincoln and Newark Colleges will be the region's premier provider of high-quality skills and education, focusing on growth of 16-18 years olds. Our priority is to deliver an exceptional learning experience that inspires all learners towards ambitious careers and destinations; achieved through high expectations of staff and learners. This will be achieved through expansion of our innovative 'productivity centres', such as the Air and Space Institute (ASI), The Drill, Policing College and Aura.
- **Employer of Choice:**
We will cultivate a positive and supportive culture within our Group that positions us as an employer of choice in the East Midlands, attracting and retaining the most talented individuals who feel valued and recognised for their contributions.



LOCAL SPECIALISMS:

- **Exceptional Learner Experience:**
We will proactively grow the aspirations of our learners, enhance the quality of their outcomes, evolve our curriculum portfolio, improve our facilities, and increase learner numbers to become the clear first-choice provider locally. We will particularly focus on the key sectors of construction, aerospace and defence, health and social care, and the visitor economy.

OUR PURPOSE

BE READY...

REALISE
ASPIRATIONS;

SHAPE
FUTURES;

SERVE OUR
COMMUNITIES.

The Lincoln College Group's Purpose, **'Be Ready...Realise Aspirations; Shape Futures; Serve our Communities,'** is a concise, memorable and repeatable statement that explains the core reason for our existence. While detailed actions and success measures are defined within supporting College plans, our Purpose provides the overarching framework for our ambitions. Following extensive testing with employers, leaders, managers and staff, there is overwhelming agreement on the value of a singular statement.

Our Purpose functions as a vision for our desired future where aspirations are inspired and achieved, futures are positively shaped and communities and employers are well served. It is aspirational and forward-looking, suggesting a broad and positive impact. It specifies our role in community citizenship, which is a vital aspect of education. Our communities are geographically diverse, extending beyond Lincoln or Newark, allowing for local context wherever we operate, in the United Kingdom or internationally.

Our Purpose sees a future where:



ASPIRATIONS ARE REALISED

We inspire and empower individuals to uncover and achieve their full potential, fostering a culture of ambition and success.



FUTURES ARE POSITIVELY SHAPED

We provide transformative learning and teaching that equip individuals with the skills, knowledge and behaviours necessary to thrive in their future careers and contribute meaningfully to society. Our role extends beyond immediate qualifications to focus on being work-ready and productive through behaviours and experience.



COMMUNITIES ARE WELL SERVED

We recognise our vital role as an anchor institution, actively contributing to the social and economic wellbeing of the diverse communities and employers we serve in Lincoln, Newark and beyond.

LINCOLN COLLEGE GROUP CODE

Our Group Code sets the tone of how we behave and achieve our Purpose because **You Matter.**

We **CARE** deeply about achieving outcomes in the right way and expect staff and students to behave with...

COMMUNITY

We will prioritise empathy, compassion and wellbeing. Our goal is to develop a positive community where the mental and physical health of staff, learners, governors and key stakeholders is emphasised.

ACCOUNTABILITY

We will all act with integrity and transparency, take full ownership of our actions and deliver on our commitments, impacts and outcomes.

RESPECT

We will all create an inclusive environment where everyone is valued, trusted and treated with consideration, kindness and fairness.

EXCELLENCE

We will all drive innovation and pursue extraordinary quality through an “ambitious spirit”, consistently striving for the highest standards in all we do.

OUR COLLEGE

IN NUMBERS

Learner numbers

11,761

- Across a wide range of areas:
- 16-18
 - Apprenticeships
 - Higher Education
 - Adults



Global education

Up to **4,000** international students studying in the UK and overseas



LINCOLN COLLEGE
INTERNATIONAL



Our Facilities



Number of staff

900+



Awards



Positive student destinations

92%



Ofsted
Good rating

Ofsted
GOOD

TEF
2023
Silver
TEF SILVER
This rating was awarded in 2023, for four years.

Number of employers we work with

1,000+



Satisfaction rates

88%

of staff are happy at work



DRIVING FORCES & Guiding Principles

The following drivers shape our Vision 2030 strategy and plans for the future.

Technological Advancements for Enhanced Learning

The rapid advancement of technology, particularly artificial intelligence and automation, is fundamentally reshaping the future of work and learning. We are committed to strategically incorporating these innovations to enhance our curriculum delivery, adequately prepare our learners for the evolving landscape, ensure digital safety, and transform workforce practices.

Our challenge is to invest in staff training and the required leadership to embrace technology, thereby creating more innovative, higher-quality study programmes that improve learner outcomes. These future-focused skills and behaviours will enhance the productivity which is so in demand by industry.

Changing Demographics and Evolving Learner Needs

The educational landscape is constantly evolving, shaped by demographic shifts and the changing expectations of our learners. We recognise the importance of understanding these trends, from the growth and stabilisation of the 16-18 year old population to the ageing demographics across Lincolnshire and Nottinghamshire.

Our challenge is to proactively respond to these shifts by tailoring our provision and creating innovative, personalised learning experiences that realise student aspirations and cater to their individual needs and ambitions.

Sustainability and Environmental Responsibility

We recognise our responsibility to contribute to a greener society and equip our learners with the knowledge, skills and attitudes necessary to address climate change.

We commit to embedding sustainable practices across our operations and curriculum, embracing green technologies, and fostering an environmentally conscious culture within our learning communities. Changes in approach and mindset, and innovative practice will be easier to achieve than the significant investment that is required for transformative change.

Pursuing Strategic Growth and Diversifying Opportunities

To ensure long-term sustainability and expand our impact, we will actively pursue strategic growth and diversification. This includes exploring significant international opportunities, such as in the Kingdom of Saudi Arabia, while navigating the necessary regulatory and governance frameworks.

We will also seek further growth opportunities, both in the UK and internationally, that strategically align with our Purpose and address the evolving skills needs of the communities we serve. Our challenge is to use strategic growth to add value to the Group beyond our current core funding, enabling investment in learners and local skills.

Navigating Policy, Funding and Government Priorities

The education and skills sector is subject to a dynamic policy and regulatory environment, influenced by the Review of the National Curriculum, devolution, the Lifelong Learning Entitlement and global factors. Simultaneously, we face governmental reform, funding constraints and inflationary costs.

We must remain agile and adaptable to thrive when others may struggle to survive. This includes exploring revenue diversification, optimising our provision and ensuring compliance while effectively leveraging any supportive regulations for strategic growth, including international ventures. We must navigate the funding and policy landscape while satisfying evolving employers' skills needs and addressing longstanding staffing recruitment and retention challenges.

Fostering Collaborative Growth and Strengthening Regional Impact

By working in close partnership with other providers and devolved authorities, we are confident that this strategy will ensure the Lincoln College Group continues to lead and serve our communities effectively. Recognising the benefits of collective strength and the importance of our regional role, we will actively foster collaborative growth. This involves exploring partnerships, acquisitions, or mergers to broaden our regional skills offer, benefit from economies of scale, enhance accessibility and optimise our teaching resources and facilities.

By working together, we aim to mitigate the challenges of demographic shifts and funding pressures to create clear progression pathways for our learners and strengthening our overall impact within our communities.

OUR PRIORITIES

FIVE-YEAR PLAN

Over the next five years we will achieve **“Our Purpose”** by delivering on our strategic priorities set out in full detail in 7 strategic plans.

In summary we will:



OUR PRIORITIES

OBJECTIVES SUMMARY

Provide an inclusive and supportive learning experience for every learner:

BE READY...TO LEARN

- Provide high quality learning experiences through clearly structured, flexible, personalised courses and transformational teaching that realises learner's aspirations and equips them for life and work.
- Give an exceptional student experience to become the first-choice provider locally, particularly within the key sectors of construction, aerospace, defence, health and social care, and the visitor economy.
- Teach an innovative, creative and stimulating digitally enriched curriculum that responds to local skills demand and national priorities.

Secure long-term financial stability, funding an exceptional learner experience:

BE READY...TO THRIVE

- Achieve significant financial growth for the Group with an EBITDA margin of 7%+ by 2030, reflecting strong profitability and a minimum financial health score of "Good".
- Achieve a 3%+ Group surplus annually from 2026/27, allowing for self-funded capital investment of at least £1m per annum for the next 5 years.
- Increase learner numbers beyond our current market share across Lincoln, Newark and the ASI, balancing growth with strategic need, capacity and the cost of delivery.

Champion environmental sustainability and responsible practices:

BE READY...TO CARE

- Train leaders and managers in sustainability, with tangible progress towards becoming the most sustainable College in the East Midlands.
- Embed sustainability programmes, practices and qualifications across all areas of the College.
- Lead by example, educate and train the next generation in sustainable practices.

Deliver an innovative and inspiring curriculum, equipping learners for their future:

BE READY...FOR LIFE AND WORK

- Design and deliver an innovative, inclusive careers focused, digitally enabled, curriculum which supports excellent student progression in lifelong learning goals.
- Create clear and coherent curriculum progression pathways.
- Grow our employer-led experiences by diversifying our "finishing schools" that build upon the success of Aura, The Old Bakery, Deans and The Drill.

Develop and value our workforce, creating healthy, happy places to work:

BE READY...TO MAKE A DIFFERENCE

- Be regionally recognised as an employer of choice.
- Successfully attract and retain high quality talent.
- Support and train our leaders and managers to lead a culture that values wellbeing, inclusion and high performance of staff and students.

Forge extraordinary international and commercial partnerships:

BE READY...TO GROW

- Diversify and grow to ensure long-term resilience and financial viability, growing education overseas to more than 5,000 students.
- Secure our position as the UK's largest Further Education provider in the Kingdom of Saudi Arabia.
- Grow nationally recognised student experiences, including paid work experience, student run enterprises and international student exchanges.

Modernise and enhance our learning environment:

BE READY...TO BE EXTRAORDINARY

- Expand and modernise on-campus facilities by increasing dedicated study areas, collaborative workspaces, and quiet zones to support independent and group learning.
- Provide reliable, high-performance, standardised technology to staff and students to support flexible working and high quality digital pedagogy.
- Integrate enhanced Artificial Intelligence, equipment and automated processes across the estate to deliver industry-standard learning and teaching in every classroom and workshop.

BE READY...

TO REALISE ASPIRATIONS;
SHAPE FUTURES;
SERVE OUR COMMUNITIES.

TO LEARN

FOR UNIVERSITY

FOR THE WORLD OF WORK

FOR LIFELONG LEARNING

FOR WHAT LIFE THROWS AT YOU

TO SUCCEED

TO GROW

TO START YOUR CAREER

TO MAKE A DIFFERENCE

TO RESTART

TO INSPIRE

TO INNOVATE

TO EXCEL

TO BE EXTRAORDINARY

The
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www.lincolncollege.ac.uk