

**Meeting of LSEC Corporation held on  
Monday 11 December 2023 from 4.30-6.30pm  
in person at Orpington Campus Room C1/C2**

**Part 1: Above the Line 4.30-5.55pm**

**Part 2: Below the Line 5.50-6.30pm**

**Corporation Governors**

David Eastgate (DE)	Chair
Louise Nadal (LN)	Vice Chair
Mark Burnett (MB)	Vice Chair
Dr Sam Parrett, CBE (SP)	Group CEO
Mark Trinick (MT)	Governor
Lucie Allen (LA)	Governor
David Bailey (DB)	Governor
Joanne Bell (JB)	Governor
Angela Hands (AH)	Governor
Vince Fihosy (VF)	Governor
Tony Gilbey (TG)	Governor
Kate Shiner (KS)	Governor
Sarah Lewis (SL)	Governor
Darren Kirwin (DK)	Governor
George Ryan (GR)	Governor
Maz Potts/Teresa Langford	Staff Governors
Ruby Davies	Student Governor (FE and HE)

**Governance Professional & Clerk to the Board**

Jennifer Pharo (JP)	Group Chief Governance & Administration Officer
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**Executive Officers in attendance**

John Hunt (JHu)	Group Deputy CEO & Group CFO
Asfa Sohail (AS)	Executive Principal & CLO
Louise Wolsey (LW)	Group Chief Strategy Officer (Item A1.1)
Janet Curtis Broni	Group Chief People Officer (Item A2.2)

**In attendance (online)**

Graham Flynn	Box Clever (Item A3.1)
Justin Myall	Box Clever

**Board Papers Published on Board Intelligence on 4 December 2023**

## MINUTES

### Welcome, apologies and declarations of interest

Apologies received from Mark Trinick and Maz Potts

Mark T and Maz Potts

**Minutes of previous meeting held on 18 October 2023 were APPROVED.**

### **PART 1: ABOVE THE LINE AGENDA ITEMS:**

Items **Above the Line** comprise five or six key strategic/operational matters for discussion

<b>A1</b>	<b>Group CEO Update Report</b>
	<p>Group CEO presented the detailed report providing summary details on various aspects of the College performance, engagement, risks and opportunities across both internal and external factors. The Report was taken as read.</p> <p>It was reported that a key area to note was the Ofsted Monitoring Visit to Nido Volans Lambeth. It was reported that inspection had gone well, and three governors had been involved in the feedback session which had been very positive. The Board were advised that inspectors had been complementary of the decision making and commitment of the Board and Executive to take on the failing provision that was the Michael Tippett College.</p> <p>It was reported that this was a strong testament and endorsement of the strength of the Group and Senior Leadership Team. It was reported that the monitoring visit had been an extremely positive experience for the managers and staff.</p> <p>It was reported that Apprenticeship achievement rates had fallen both at LSEC and nationally. National average was reported at 50% with LSEC slightly below this.</p>
	<b>Questions and Comments</b>
	<p>In response to questions it was reported that although a full Ofsted Inspection in the College was still due, it was likely with such a positive experience, the probability of a Spring Term Inspection was unlikely.</p> <p>In response to questions it was reported that the Apprenticeship provision were being monitored closely and to ensure outturn achievement rates for 23/24 are improved.</p> <p>The Board <b>NOTED</b> the updated report and the External Policy Update appended for information.</p>

<b>A1.1</b>	<b>Group Strategy Presentation</b>
	<p>GCSO-LW presented the new Group Strategy Framework which the Board was asked to <b>APPROVE</b>.</p> <p>This outlined the key priorities of the new Group Strategy determined through the consultation events completed in the Autumn Term of 2023.</p> <p>It was reported that the next stage would be the presentation of the Operational Plan which the Board would receive at the next meeting for approval.</p> <p>The Board discussed and considered the Group Strategy Framework, priorities and objectives.</p> <p>There was particular reference, discussion and support for the People First priority and the various measures and objectives within this.</p>
	<b>Questions and Comments</b>
	<p>In response to questions on the key performance indicators it was reported that these would be set and reviewed within the operating plan, in a sufficiently granular method.</p> <p>In response to questions on reducing workloads which appears in many places it was reported that work on how to measure this would be considered and included within the operating plans.</p> <p>In response to questions on social value measures it was reported that the 2019-2023 Group Social Enterprise Strategy had been extremely successful, demonstrating how the Group had innovatively determined ways in which to measure social value. Such methodology had been adopted nationally within the FE sector and acknowledge by national awards for LSEC.</p> <p>In response to questions on communicating the new Group Strategy to staff, it was reported that there would be a simple explainer and priorities and objectives would be embedded into every day work and life and within performance reviews.</p> <p>In response to questions on objective 2, relating to research and innovation, it was reported that there would be a review of the language to ensure clarity and understanding of meaning.</p> <p>In response to questions on ensuring that high quality teaching and learning is prevalent, it was reported that priorities and objectives had a key focus particularly with planned research and innovation in FE.</p>

	<p>In response to questions on references to learners within the priorities, it was reported that this would be reviewed to ensure the language and narrative addressed this concern.</p> <p>The Board <b>APPROVED</b> the Group Strategy Framework.</p>
<b>A2.</b>	<b>Executive Principal Operational Update</b>
A2.1	<p>The Board received the Executive Principal's Operational Report which was taken as read.</p> <p>The Board received a presentation on the key issues highlighted in the report as follows</p> <ul style="list-style-type: none"> <li>• Ofsted readiness,</li> <li>• FE and HE student progress and achievement,</li> <li>• Curriculum Planning and Strategy,</li> <li>• Recruitment</li> <li>• Student Experience.</li> </ul> <p>It was reported that the Self-Assessment Report was presented for APPROVAL and the Quality Improvement Plan to support and underpin areas for improvement, was presented as a part B item for the Board's review and consideration. The QIP had been reviewed by the Curriculum &amp; Standards Committee.</p>
	<b>Questions and Comments</b>
	<p>In response to questions it was reported that attendance was improving alongside the embedding and implementation of the new tutorial process.</p> <p>Following questions from the Board it was reported that student behaviour was positive and improving. Evident in reduced incidents and restorative practice being applied.</p> <p>In response to questions on the Self-Assessment Report, it was reported that following the SAR Review meeting in November 2023, Governors had provided feedback and suggestions for improvement. It was reported that these changes had been applied.</p> <p>In response to questions on safeguarding, it was reported that safeguarding practice remains strong. It was reported that the development of wellbeing spaces across all campuses for staff and students would be completed and opened in January 2023.</p> <p>The Board <b>NOTED</b> the report, presentation and update from the Executive Principal.</p>

	The Board <b>APPROVED</b> the Self-Assessment Report for 2022/23 which would be uploaded to the Ofsted Portal.
<b>A2.2</b>	<b>EDI Update &amp; Annual Report</b>
	<p>The EDI Annual Report and update was presented to the Board for review and consideration.</p> <p>The comprehensive report together with the EDI Scorecard which demonstrated progress against targets was taken as read and was <b>NOTED</b> by the Board.</p> <p>It was reported that the update provided progress against the College's EDI objectives including the EDI Grants programme, achievement and progress gaps, partnership working, accreditations and memberships.</p>
	<b>Questions and Comments</b>
	<p>In response to questions it was reported that good progress has been made against our EDI objectives.</p> <p>In response to questions it was reported that our narrative on "Equality" has also changed to become "Equity" to reinforce our recognition and understanding that each person, is an individual with different circumstances.</p> <p>In response to questions on gaps in achievement rates it was reported that a key issue was the achievement gaps for some learners and the take up of the EDI Grants.</p> <p>It was reported that academic support improvement was required for young male learners of Black Caribbean Heritage.</p> <p>In response to questions it was reported that various actions had been identified that were contained within the report presented that would focus support on male Black Caribbean learners to improve retention and achievement of this cohort.</p> <p>The Board <b>NOTED</b> the update, the Annual Report and the progress made as presented on the EDI Scorecard.</p>
<b>A3</b>	<b>GCFO Update &amp; Presentation</b>
<b>A3.1</b>	<b>Future Greenwich &amp; Presentation (Substantial Item)</b>
	<p>The Board received a confidential presentation from Box Clever an organisation that had been commissioned to take over the project management of the Future Greenwich Capital Programme.</p> <p>It was reported that senior management changes had been implemented. College Capital Programmes would move under the operational management and accountability of the Group CSO supported by external expert project managers, with oversight of the Group CFO.</p>

	<p>The project managers appointed were working at pace and had commenced with a review on how to bring the project back on track.</p> <p>The Board welcomed the update from the project management team and confirmed understanding of the complexity and actions that needed to be completed at pace with the Constructors Kier.</p> <p>The Board were advised that there had been discussions and review of the Capital Programme at two separate Finance Committees where an evaluation of the risks had been determined. The Project remains significant high risk and must proceed at pace to ensure the milestones are met and to avoid financial penalties.</p> <p>The Board were advised that Box Clever were known to the Executive and had been involved in the Future Greenwich Project in the early stages of the negotiations with L&amp;Q in late 2016.</p> <p>The Board received a detailed report from the GCFO on the Future Greenwich project together with appendices that they were asked to consider and comment.</p> <p>The Board were asked to <b>APPROVE</b> Option C from the cost consultant's report which outlined the route map and actions for the for the College to take the Future Plumstead Project forwards</p> <p>The Board were asked to <b>APPROVE</b> for the Executive to enter into a commitment for a build contract with Kier totalling £28.75m plus VAT (£34.5m incl VAT)</p> <p>The Board were asked to <b>APPROVE</b> the appointment of Box Clever to have overall oversight of the project and to lead on the route to affordability.</p> <p>The Board discussed the report at length and considered the options available.</p>
	<p><b>Questions and Comments</b></p>
	<p>In response to questions on cash balances and impact on Financial Health, it was reported that if the cost of the programme could not be revised or reduced, then the College would be reduced to RI Financial Health, which may result in interventions.</p> <p>In response to questions on cash flows, it was reported that the detailed costing work being undertaken would be crucial to better understanding the cash flows.</p> <p>In response to further questions on cash flows, it was reported that cash was likely to become tight in July 2025.</p>

	<p>In response to questions it was reported that a detailed analysis of the options had been discussed at length at the Special Finance Committee, this included options where they could be delay in finalising some of the upper floor areas to reduce costs, whilst additional grant funding was pursued and resourced to fit these out.</p> <p>In response to questions it was reported that the Bream Outstanding rating was a key requirement of the GLA funding and where this potentially could be compromised it would require high risk reputational and considered conversations between LSEC and the GLA.</p> <p>Following continued discussions on the matter the Board and the necessity of the Board to be improved of progress and issues, it was <b>RESOLVED</b> to form a Sub Committee for Capital Matters that would provide Corporation oversight and support timely and quick decisions/approvals with a first meeting to be convened in Spring 2024.</p> <p><b>ACTION:</b> Terms of Reference and membership Group CGO to be considered and <b>APPROVED</b> at the next Corporation.</p> <p>The Board <b>RESOLVED</b> to <b>APPROVE</b> the items presented as follows</p> <p><b>APPROVED</b> Option C from the cost consultant’s report which outlined the route map and actions for the for the College to take the Future Plumstead Project forwards</p> <p><b>APPROVED</b> for the Executive to enter into a commitment for a build contract with Kier totalling £28.75m plus VAT (£34.5m incl VAT).</p> <p><b>APPROVED</b> the appointment of Box Clever to have overall oversight of the project and to lead on the route to affordability.</p>
<b>A3.2</b>	<b>Property &amp; Capital Update</b>
	<p>The Board received a detailed updated report on the FECTF Capital Project for <b>CONSIDERATION</b> and <b>APPROVAL</b>.</p> <p>It was reported that there was a requirement for the College to be in contract for the build, by the end of December 2023 to remain complaint with the DfE funding conditions for the project, and with the current projected overspend and unknown HACC solution, the PCSA period would also need to be extended.</p> <p>It was reported that the total scheme budget for the project is £18,266,976 (including VAT and all on costs) and that the College had currently expended and committed to costs on the project of £2.66m.</p>

	<p>The report presented outlined the details of the contract values, tender process and route to market, the key issues involving HAAC and the ongoing discussions with the DfE in relation to the match funding values. Which were <b>NOTED</b> and discussed by the Board.</p> <p>It was reported that until the full costs of the HAAC had been determined, the Executive were not able to report on any cost recovery, reduction in match or extension to the contract.</p> <p>The Board were asked to <b>APPROVE</b> the Constructor Contract before the DfE December deadline.</p> <p>It was reported that Osbornes had been selected through the tender process previously <b>APPROVED</b> by Corporation.</p>
	<p><b>Questions and comments</b></p>
	<p>In response to questions on HAAC the Board received detailed information on the plan and proposed action to resolve the issues.</p> <p>Given the immediate DfE Deadline for the College to enter into the main construction contract, the Board <b>RESOLVED</b> to <b>APPROVE</b> endorsement of a construction contract to the value reported (£18,266,976).</p> <p><b>ACTION:</b> Further details of the match funding requirements and HAAC to be reported at future meeting.</p>
<p><b>A3.3</b></p>	<p><b>2022/23 Financial Statements &amp; Letter of Representation</b></p>
	<p>The Board received the Report from the Group CFO on 2022/23 Financial Statements and Letter of Representation.</p> <p>The Board were asked to <b>APPROVE</b> the 2022/23 Financial Statements on the Going Concern basis and to <b>APPROVE</b> the letter of representation both to be endorsed by the Chair and CEO.</p> <p>It was reported that the Financial Statements for the year ended 31 July 2023 show an operating deficit for the year of £0.61m, after the Local Government Pension Scheme (LGPS) charges of £1.50m, and the unrealised gain on our treasury investment of £0.46m.</p> <p>It was reported that after adding the profit on sale of the Plumstead site of £8.87m and the actuarial gain of £1.57m for LGPS the total comprehensive income for the 2022/23 was £9.83m.</p> <p>The Board were advised that the Financial Statements had been prepared in accordance with the 2019 FE/HE SORP. Detailed analysis of the final forecast outturn</p>



	<p>for the year and the actual outturn for the year were provided in the main report presented.</p> <p>The Board were asked to consider the Audit Representations letter which had been considered by the Audit Committee in November 2023.</p> <p>It was reported that this letter sets out the representations the Corporation is making to the auditors which include the going concern basis upon which the accounts are prepared, use of appropriate accounting policies, awareness of irregularity or fraud, undisclosed liabilities, and suitability of the actuarial pension assumptions for the FRS102 pension disclosure.</p> <p>It was reported that the main change for the 2022/23 letter related to the small payment diversion fraud (previously reported to the Board), together with comments covering the representations of the Corporation in respect of adjusted and unadjusted misstatements.</p>
	<p><b>Questions and Comments</b></p>
	<p>There were no questions raised and the Board <b>APPROVED</b> the 2022/23 Financial Statements and Letter of Representation.</p>
<p><b>A4.</b></p>	<p><b>GCGO Update</b></p>
<p>A4.1</p>	<p>New Governance Code &amp; External Board Review</p>
	<p>The Board received the report from the Group CGO and were asked to <b>CONSIDER and COMMENT</b> on the revised AoC FE Governance Code for Colleges which will replace the current code in September 2024 and as Recommended by the Group Audit &amp; Risk Committee, to adopt the Code from September 2024.</p> <p>The Board were advised that the new code will apply to all FE institutions, and aims to elevate governance standards, providing a basis for External Governance Reviews and offers assurance to stakeholders and covers all regulatory requirements.</p> <p><b>ACTION:</b> The Board were advised that to support the adoption of Code, the LSEC Board requested the Group Chief Governance Officer to complete a summary review and alignment of the code to the Board Action Plan, to demonstrate how the principles of the code are being applied as well as provide some evidence and assurances on the practice of good governance, identify gaps and recommend actions to be taken.</p> <p>The Board were reminded that the Board Self-Assessment and Action Plan over the last three years had used the performance metrics and of an improvement and</p>

	<p>capacity framework taking the sixteen core competencies of the DfE Competency Framework for Governance.</p> <p>The Board were advised that with the launch of the new Group Strategy in early 2024, which has been drafted and framed over the last 18 months, the Board will be required collectively to consider new practices and improvements aligned to the new FE Governance Code Principles and to assess the Board's actions and practices to achieve the new strategic goals.</p> <p><b>ACTION:</b> It was reported that a new Action Plan will need to be completed based on the template presented and modified to reflect the LSEC Corporation long term actions and practices over the duration of the new Strategy and Operating Plans through to 2030.</p> <p>It was reported that this activity will need to take place alongside the consideration of both risks and opportunities presented by the challenging and changing external environments and community profile.</p> <p>The Board were advised that these could include demographic shifts, AI and technological advances, education and funding policies, mergers and acquisitions, qualification reforms and climate and sustainability requirements.</p> <p>The Board were also advised that improvements identified during the forthcoming External Board Review would also need to be included and consolidated within the new Board Action Plan.</p>
	<p><b>Questions and Comments</b></p>
	<p>The Board <b>NOTED</b> the update provided on this matter and the preparatory actions and next steps to be completed by the Group CGO.</p> <p>Following questions the Board <b>NOTED</b> that the new Board Action Plan should align to the the FE Governance Code and the new Group Strategy's goals and objectives to be reviewed in late Spring 2024.</p> <p>The Board <b>APPROVED</b> the Adoption of the AoC FE Code of Governance from September 2024 as <b>RECOMMENDED</b> by the Group Audit &amp; Risk Committee and Group CGO.</p>
A4.2	<p>Revised Scheme of Delegation</p>
	<p>The Board received the updated Group Scheme of Delegation for <b>APPROVAL</b>. It was reported that to the Group Scheme of Delegation had been amended to remove reference to the Group Board and oversight by this Group Committee and any delegated authority.</p>

	<p>The Board were advised that the new Scheme of Delegation was aligned to the new Group Collaboration Agreement endorsed by the three organisations earlier this year in relation to the collective and collaborative works and activities including LASER Education Foundation, which outlines how the College, Trust and Foundation will collaborate and support each other, through a shared co-incidence of interest and Group Strategy.</p> <p>The Board <b>RECEIVED</b> and <b>NOTED</b> the Written Resolution in relation to Post 16 and T-Level Capital Programme that had been approve by the Corporation on 1<sup>st</sup> December 2023.</p>
	<b>Questions and Comments</b>
	<p>There were no questions raised.</p> <p>The Board <b>APPROVED</b> the revised Group Scheme of Delegation.</p> <p>The Board <b>NOTED</b> the written resolution dated 1<sup>st</sup> December 2023.</p>

**PART 2: BELOW THE LINE** (30-45 mins to cover pre questions and comments on papers and decisions)  
Items **Below the line** are presented for approval and/or for information, monitoring and noting.

<b>B1.</b>	<b>Executive Principal Operational &amp; Performance Update</b>
<b>B1.1</b>	<b>Safeguarding Update</b>
	The Board noted the update and the summary details provided in the Executive Principals presentation and report to the Board.
<b>B1.2</b>	<b>Quality Improvement Action Plan</b>
	This was noted and with details provided in the Executive Principal’s presentation.
<b>B2</b>	<b>Group CFO Update</b>
<b>B2.1</b>	<b>2023/24 Financial Update: Management Accounts (P3)</b>
	The Board received the updated on current year period 3 accounts. Headline details had been provided to the Board in the GCFO presentation.
<b>B2.2</b>	<b>Risk Register&amp; Appendices</b>
	The Risk Register was received and noted. It was reported that the high-risk elements had been included in the GCFO presentation to the Board.
<b>B.3</b>	<b>Information or Recommendations from Committees</b>
<b>B3.1</b>	<b>Audit Committee Recommendations</b>
<b>B3.1.2</b>	<b>2022/23 Audit &amp; Risk Committee Annual Report</b>
	The Audit & Risk Committee Annual Reports were received and NOTED as approved by the Audit and Risk Committee and formed an accurate account of the Committee’s work and oversight in 2022/23.
<b>B3.1.3</b>	<b>Audit Letters</b>
	The Audit Letters were approved as referenced in the Group CFO report and update to the Board and as recommended by the Audit & Risk Committee.

**AOB & Date of Next Meeting –Wednesday 24 January 2023**

Minutes APPROVED :



David Eastgate, Chair  
24<sup>th</sup> January 2024