

**LSEC Corporation Development Board to be held on  
Wednesday 24 January 2024 from 5.30-7.30pm  
in person at Orpington Campus Room C1/C2**

**Part 1: Above the Line 5.30-7.30pm**

**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
Teresa Langford (TL)	Staff Governors
Ruby Davies (RD)	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

**In attendance (online)**

Catherine Sezen	Director of Education Policy, Association of Colleges
Rob Lawson	External Board Reviewer (Observer)

## MEETING MINUTES

### Welcome, apologies and declarations of interest

- Governors Attending online: Tony Gilbey, Mark Burnett, Kate Shiner, Jo Bell
- Apologies received from Governor Mark Trinick
- Welcome extended to
- Rob Lawson, External Board Reviewer
- Catherine Sezen Director of Education Policy, Association of Colleges
- No new declarations of interest

### Minutes of previous meeting held on 11 December 2023

Minutes of the previous meeting were approved – one change to be actioned on page 5.

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

As a Development Board there will be 2/3 key strategic development items for the Board to consider.

<b>A1</b>	<p><b>Group CEO Update</b></p> <p>Group CEO provided a verbal update to the Board. This included an update on the high-risk <b>Future Greenwich Capital Project</b> and the <b>FECTF Capital Project</b>.</p> <p><b>Future Greenwich</b></p> <p>It was reported that the project was in a more stable place than previously reported with Executive supported external and experienced project managers, taking a more pragmatic and practical approach to the projects and forward planning which would include some compromises from the original scheme and as previously discussed with the Board. It was reported that these compromises included fit out of all the floors and BREAM outstanding. The GLA had been advised of the issues with achieving BREAM outstanding and the additional costs to the project.</p> <p>It was reported that a meeting between L&amp;Q and College Executives had taken place, and it was possible that some credits for BREAM could be emerging from the earlier work completed.</p> <p>It was reported that issues relating to the fire curtain had been resolved with London Fire Brigade.</p> <p>It was reported that the project felt more manageable and was heading in the right direction.</p> <p><b>Question</b></p> <p>In response to questions on Board commitment or approvals, it was reported that a timeline and milestone for decisions may be required at the first meeting of the LSEC Sub-Committee for Capital in February.</p>
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	<p><b>FECTF</b></p> <p>It was reported that outstanding issues on match funding and support from the Agency were still outstanding. Submissions to the DfE Capital Team had been completed and a response is awaited both on HAAC and inflationary costs support.</p> <p><b>Questions</b></p> <p>In response to questions it was reported that condition surveys have been completed and the floors stripped out. Further updates would be provided to the Sub Committee in February.</p> <p><b>Other Reported Updates</b></p> <p>New DP Quality and Innovation had been appointed due to start in February.</p> <p>In response to questions on current quality it was reported that Quality of TLA was Ofsted Good. High expectations have been set but attendance was a big factor and required improvement.</p> <p>Board discussed recent visits by Governors and observations on TLA, generally positive with good engagement with learning. Behaviour was good on campus and students were calm and enjoying learning. Visit reports will be circulated.</p> <p>In response to questions on use of mobile phones, it was reported that in some areas phones are used well in learning, where it is not appropriate use of phones is challenged.</p> <p>It was reported that two Governors had also spent time with the Quality Team to gain better understanding of the QA process.</p> <p>It was reported that one Governor had spent time in SEND which was a positive experience and engagement with managers from those areas.</p>
<b>A2</b>	<p><b>Curriculum Reform</b></p> <p><b>External Policy and Political Perspective Presentation</b></p> <p>Delivered by Catherine Sezen Director of Education Policy, Association of Colleges</p>
	<p>Catherine Sezen Director of Education Policy, Association of Colleges provided a summary presentation on the key aspects of curriculum reform facing the FE Sector across all age groups and provision types. Presentation had been shared with the Board.</p> <p>Critical factors included</p> <ul style="list-style-type: none"> <li>• Defunding of qualifications at Level 2 and 3</li> <li>• Continued Roll out of T Level programmes</li> <li>• English and maths Level 3 progression</li> <li>• Apprenticeships</li> <li>• SEND Reforms and local challenges</li> <li>• Adult funding</li> <li>• Introduction of Advanced British Standard</li> </ul> <p>The Board discussed at length the impact of the qualification reforms presented and the particular issues affecting the different age groups of learners that the College served.</p>

	<p>It was reported that the curriculum reforms would change the profile of the college in terms of number of students on levels 2 and 3 in particular, conversion from level 2 to level 3 was most at risk given the prior attainment requirements of the T-Levels and alternatives no longer funded.</p> <p>The Board discussed at length the defunding of T-levels and the impact this would have on student who had not reached the required level of English and maths. The Board proposed lobbying MPs and requested AOC continue to press on this issue.</p> <p>It was reported that a partnership with a local Sixth Form was being explored with a view to delivering A-level provision alongside T-Levels. In addition three T-level progression pathways at Level 2 were being developed.</p> <p><b>QUESTIONS</b></p> <p>In response to questions on the possible changes with changes in government it was reported that current Shadow Education Team had not made it clear yet on their view of ABS or English and Maths policies. Focus is clearly on 16-18 but there have been some indications that KS3 and KS4 were areas that the shadow team may focus too.</p> <p>In response to questions on ABS, it was reported that the College is preparing a response to the current DfE Consultation.</p> <p>In response to questions on how many minister and civil servants had an understanding of the FE, it was reported by AOC-CS that officials are making visits to Colleges to ensure that the current school focus is balanced between the Colleges and Schools.</p> <p>Student Governor expressed significant concerns about the defunding of BTECs and the impact this would have on current and future students. It is a real concern affecting students aspirations and progression into HE or work.</p> <p>Group CEO advised that it was a wholly frustrating position, Student Voice nationally had not been considered, despite campaigning. The original intention of T-Levels has been distorted and changed was never intended to replace practical vocational study.</p> <p>Board discussed lobbying and influencing required at all levels, may be too late to turn the current tide and the rise in NEETS under new government may lead to change.</p> <p>The Board expressed thanks to AOC-CS for presenting the update.</p>
<b>A3</b>	<b>Group Strategy – LSEC Operating Plan</b>
	<p>The Group Strategy Operating Plan for LSEC was presented by GCSO-LW and DCEO-AS.</p> <p>The Board were reminded that in the Autumn of 2023 a consultation exercise on a proposed Group Strategy Framework for 2024 to 2030 was undertaken. This involved all staff across the Group and a selection of external partners.</p> <p>Board were advised that the framework was refined to reflect feedback and comments received and at the December 2023 Board Group Strategy Framework 2024-20230, 'Transforming lives through the power of learning' was APPROVED By the both the Corporation and the Trust Board.</p>

The Board were advised that the framework had now been used to inform the strategic planning process for development of Annual Operating Statements for the College, Trust and Foundation.

It was reported that each plan is focused on the strategic themes of People First, Performance and Practice and Prosperity and Place, and outlines from an organisational perspective how the College, Trust and LASER will work towards the shared ambition of transforming lives through power of learning.

The Board were advised that each plan covers a three-year period, with objectives and targets under each strategic theme and goal and are aligned to the overall impact measures for the Group Strategy Framework.

It was reported that progress against the operating plans will be reported on annually, and will be underpinned by a new Corporate Scorecard aligned to the impact measures and metrics outlined in the strategy framework, with baseline positions and targets agreed for each area as follows

- Sustained and improved educational achievement and progression across our learner profiles.
- Increased staff satisfaction and wellbeing
- Increased income and financial resilience
- Increased opportunities and engagement through fundraising and sponsorship
- Increased social value, fostering social and economic mobility through community wealth building.
- Demonstrable contribution to London and Local London Skills Improvement Plans and priorities
- Enhanced Environmental, Social, and Governance (ESG) practices and long-term sustainability.
- Enhanced reputation, profile and opportunity to influence local, regional, and national policy.

The Board were asked to approve in principle the Operating Statements presented which had been developed with the Executive with next steps to set KPIs and targets which would be shared with the Board in March.

### **Questions**

In response to quest on income to staff ratios, it was reported that this are normal benchmarks for the FE Sector.

Targets on social impact and wider community impact to be considered.

In response to questions on the inclusion and consideration of changing local skills and labour needs, AI and curriculum innovation and reform it was reported that this would be reassessed and revaluated during the life cycle of the strategy and operating plan.

AI and new teaching technologies were evolving at pace and constant review of the KPIs would need to be considered.

The Board **APPROVED IN PRINCIPLE** the College Operating Plan and targets as presented.

<b>A4</b>	<b>Ofsted Readiness &amp; Update (Presentation)</b>
	<p>DCEO &amp; CLO-AS presented an update on Ofsted Readiness and recent changes. It was reported that there was more emphasis on Leadership and Management and the wellbeing of the senior team, in light of the recent judicial review of Ofsted following the well reported Ruth Perry incident.</p> <p>It was reported that a Shadow Nominee could be appointed to support the Nominee during inspections that that all Ofsted Inspectors had received training on addressing the wellbeing of leaders, managers and staff during inspection.</p> <p>Wellbeing of leaders and managers was emerging a key theme across education sectors.</p> <p>Group CEO advised that the College had opened and developed wellbeing spaces across all sites for staff and students.</p> <p>It was reported that the Working Practices Group had a particular focus on wellbeing and wellbeing initiatives for all staff including managers and senior leaders.</p> <p>The Board discussed whether training and development and a Lead Governor for Wellbeing should be a consideration.</p> <p>The Board <b>NOTED</b> the update.</p>
<b>A5</b>	<b>Governance Sub Committee FG Capital Programme Terms of Reference</b>
	<p>The Board received the Terms of Reference presented which outlines the purpose and remit of the Sub Committee and the delegated authority of the Committee aligned to the Scheme of Delegation and Financial Regulation</p> <p>The Board were reminded that following discussion at the Corporation Meeting on 11 December, it was proposed to set up a Sub-Committee of the Corporation that could convene between the scheduled Corporation Meetings and take decisions and maintain oversight on the Capital Programmes (with particular reference to Future Plumstead and the FECTF Programmes at Bromley) , this would provide assurance that the these high risk capital programmes are proceeding at pace and in line with key project milestones.</p> <p>The proposed membership of the Sub-Committee was reported as follows, comprising up to 8 Governors plus Group Principal &amp; CEO</p> <ul style="list-style-type: none"> <li>• Vice Chair Corporation (ex officio) (Committee Chair)</li> <li>• Chair Corporation (ex officio)</li> <li>• Group Principal &amp; CEO (ex officio)</li> <li>• Expert Governor on Capital and Property Matters (ex officio)</li> <li>• 2 x Finance Committee Members</li> <li>• 1 x Audit &amp; Risk Committee Members</li> <li>• 1 x Curriculum &amp; Standards Committee Members</li> </ul> <p>It was reported that Governors who are members of the Finance Committee, Audit &amp; Risk Committee and Curriculum &amp; Standards Committee were asked to put forward an expression of interest to be a member of the Sub-Committee for Capital Programmes, to the Group Chief Governance Officer Governors to be a member of</p>

the Sub-Committee and to submit and expression of interest to the Group CGO by close 31st January 2024.

It was reported that Group Executives with accountability and operational responsibility for the management and oversight of Capital Programmes will present and report to the Committee.

- Group CFO – John Hunt
- Group CSO – Louise Wolsey

It was reported that meetings will be held on line at 5.30pm and scheduled to take place between the current planned 2023/24 Corporation Meeting dates, of March, May and July. Provisional meetings dates for the Sub Committee Capital Programmes were proposed as

- Wednesday 21 February at 5.30pm
- Wednesday 17 April at 5.30pm
- Wednesday 5th June at 5.30pm

The Board AGREED to review the Terms of Reference and frequency of the Sub-Committee in July 2024 for academic year 2024/25.

The Board APPROVED the Terms of Reference as presented.

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**PART 2: BELOW THE LINE**

Items **Below the line** are presented for approval and/or for information, monitoring and noting.

None

**AOB & Date of Next Meeting**

**Wednesday 20 March 2024 at 5.30pm in person Orpington Campus**

Minutes APPROVED :



David Eastgate, Chair  
20 March 2024