

**Minutes of a Meeting of the Corporation of  
London South East Colleges  
held on Wednesday 15 July 2020 at 2.30-4.30pm via zoom**

**MINUTES**

**Board**

Stephen Howlett, CBE DL (SH)	Chair
Charles Yates (CY)	Vice Chair
Dr Sam Parrett, OBE (SP)	Group Principal & CEO
Max Bero (MB)	Governor
Jane Hobson, OBE (JHo)	Governor
Christopher Briggs (CB)	Governor
Mark Trinick (MT)	Governor
Louise Nadal (LN)	Governor
Barry Spencer (BS)	Staff Governor
Daniella Oni-Okeke (DO)	Student Governor

**Clerk to the Board**

Jennifer Pharo (JP)	Group Executive Director Governance
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**Officers in attendance**

John Hunt (JHu)	Group CFO
Mary Herbert (MH)	College Principal
David Lambert (DL)	Chief Operating Officer People, Information & Performance
Andrew Cox (AC)	Chair Staff Forum (Observer)
Louise Wolsey (LW)	Group Executive Director Corporate Strategy (Item 20)
Janet Curtis Broni (JCB)	Group HR Director (Item 21 only)
Errol Ince and Tracey Davies	Vice Principals (Item 6 only)
Andy Simpson (AS)	Group Director Estates (Item 13 only)

**1. Welcome, introductions and apologies**

**Apologies from Student Governor.**

**2. Declarations of interest**

**3. Minutes, Action Log and Matters Arising**

Presenter: Jennifer Pharo	Paper
Recommendation: The Board were asked to <b>APPROVE</b> the minutes of the LSEC Board Meeting on 13 May 2020 and were asked to NOTE the written resolution <b>APPROVED</b> by the Board on the 29 <sup>th</sup> May 2020, with regard to the safe re-opening of LSEC education settings	
The Board <b>APPROVED</b> the Minutes and noted the written resolution that the Board had <b>APPROVED</b> in May 2020.	

#### 4. Chair's Summaries

<b>Presenter: Committee Chairs/Jennifer Pharo</b>	<b>Paper</b>
<p>Recommendations: The Board is asked to COMMENT and <b>NOTE</b> the updates from the Group Committee Chairs</p> <ul style="list-style-type: none"><li>a) Audit Committee: 24<sup>th</sup> June 2020</li><li>b) Curriculum &amp; Standards Committee: 25<sup>th</sup> June 2020</li><li>c) Finance Committee: 1<sup>st</sup> July 2020</li></ul>	
<b>Audit Committee: 24<sup>th</sup> June 2020</b>	
<p>Governor-MB provided an update and confirmed the actions and recommendations from the Audit Committee held on 24<sup>th</sup> June 2020.</p>	
<b>Curriculum &amp; Standards Committee: 25<sup>th</sup> June 2020</b>	
<p>Governor-MT provided an update and confirmed the actions and recommendations from the Curriculum &amp; Standards Committee held on 25<sup>th</sup> June 2020.</p>	
<b>Finance Committee: 1<sup>st</sup> July 2020</b>	
<p>Chair-SH provided an update and confirmed the actions and recommendations of the Finance Committee held on 1<sup>st</sup> July 2020.</p> <p>Chair-SH expressed thanks and to the Executive Team on the very good work in financial forecasting during this difficult time.</p> <p>The Board expressed thanks to all staff who had contributed.</p>	

#### 5. Business Continuity Update

<b>Presenter: Dr Sam Parrett, OBE</b>	<b>Paper</b>
<p>Recommendations: The Board were asked to <b>NOTE</b> the contents of the report and update on Business Continuity.</p>	
<b>Business Continuity Report</b> <p>Group Principal &amp; CEO advised the Corporation that as they were already aware and as reported previous, the government announced school closures to the majority of pupils and students on Friday 20 March 2020. The Government directives and direction started to change in early May, as infection rates started to decline and peak of the pandemic in the UK appeared to be easing. There was a suggestion that certain year groups would begin to return with socially distance measures in place, together with other measures around group sizes, student: staff ratios and risk assessments across all settings.</p> <p>This report provides an overview, written and collated on 7 July, to the response by London and South East Education Group to the closure period across our Group Organisations.</p> <p>Group Principal &amp; CEO-SP advised the Board that the current Government guidance released on 2nd July for all educational settings outlined the plans for a full return in September. Various documents have been published by the DfE which set out a range of measures to protect children, students and staff. With the implementation of class or group sized bubbles alongside the regular cleaning and handwashing regimes, social distance measures and homeworking where viable.</p> <p>Group Principal &amp; CEO-SP reported that the re-opening principles and plans across all settings have been updated to reflect the new guidance and will be provided to the Governing Bodies for review prior to September re-opening.</p>	

The Board were advised that we had continued to maintain education provision during the crisis in some of our settings as previously outlined and where certain year groups have been deemed as requiring access to educational settings; i.e. in the schools, Year 1, Year 6 and Year 10. For students at our college settings we have continued to support those requiring access to practical vocational workspace to complete their practical assessments and achieve their qualification e.g. Apprentices, Construction and Hairdressing.

Group Principal & CEO-SP reported that with all summer examinations and other assessments cancelled there has been a huge hive of activity without teacher and centre led assessments and assessment boards, following the strict criteria from the various individual Awarding Organisations.

The Board were advised that with the government announcement that there would be no primary school assessments (SATs) or secondary examinations (including GCSEs and A-Levels the Department for Education (DfE) in conjunction with Ofqual issued a statement which said that:

- Teachers will be asked to submit their judgements about the grade that they believe their students would have received if A-Level and GCSE examinations had gone ahead this summer.
- Teachers will use a range of evidence, including mock examination results, course work and non-examination assessment, as well as other student data to help them do so.
- These judgements will be used by examination boards to produce a 'calculated grade'.
- The grades awarded will reflect student performance as fairly as possible. • Calculated grades will be provided to students before the end of July.
- In terms of a permanent record, the grades awarded in 2020 will be indistinguishable from those provided in other years.
- 2020 examination grades awarded will not be used to judge school performance and no 2020 national performance tables will be published.
- Students will be able to appeal the calculated grades they have been awarded and to sit examinations early in the next academic year if they wish to do so.
- Ofqual will work with examination boards to ensure this process is applied consistently.
- Universities will operate similar arrangements to award degrees. However, there will be no award ceremonies held in 2020.
- Universities are expected to be flexible in supporting students' entry to higher education.
- The impact of teacher led, and centre assessed grades will become more relevant as we move towards September and enrolment and progression in the College and progression in the Schools to next level programmes.
- The Office for Students has also put in place strict criteria around unconditional offers and will be keeping a watchful eye on HE providers during the offer and clearing processes.

The Board were advised that Ofsted inspections remain suspended with suggestions that this may recommence in January 2021, subject of course to no repeat or second wave closures and lockdown.

Group Principal & CEO-SP reported that with suggestions that the country is moving into a recession and unemployment rates rising, this has traditionally been a buoyant period for FE and skills providers, offering retraining and skills for adults and young people. The Board were advised that Apprenticeship provision appears to have stalled with employers furloughing or pausing recruitment.

The Government continue to announce various measures and packages to ignite the economy, more recently around wage incentives for Traineeships and significant growth and support for jobs in the green and sustainable energy sector.

A verbal update on any other announcements will be provided to the Board.

## Board Questions and Comments

Chair-SH expressed thanks to Group Principal & CEO-SP on the report which was a good statement and record of the current situation and work undertaken to continue teaching and learning across all settings.

Group Principal & CEO-SP to arrange a letter of thanks to be sent to all staff from the Board.

The Board noted that the transition to digital learning has gone well and many students have performed better, achieved higher and engaged more than they would have done previously. The Board acknowledged that this is not a consistent picture and that there are still cohorts of students who have not engaged well and that these are generally the lower levels, where digital engagement appears to be the most challenging.

The Board accepted that the move to remote learning had been successfully mobilised and in some areas, due to the expertise of some staff high quality learning materials had been created that supported staff shortages in those hard to fill vacancy areas, like STEM. The move to blended learning groups to deliver practical and theory workshops in different way had been very successful in some area.

The Board recognised the enormous work the managers responsible for Estates, HR and Health & Safety had achieved to put in place strong principles around re-opening in safe environments. Liaison with the unions and staff engagement generally had been very well managed.

Governor-JH commented on the impact of exam results and improved performance of students. Group Principal & CEO-SP advised that our grade assessment had been robust and realistic and had avoided grade inflation. The improved performance has been evidenced. Gap analysis on areas where students may not have performed as well will be provided to Board at the next meeting.

The Board were advised that it is inevitable that local spikes and lockdowns would continue. Group Principal & CEO-SP member of the Local Recovery and Resilience Group and involved in the systems leadership planning. As the Autumn term progresses there will be an increased risk of reinfection rates rising and local lockdown implemented.

The Board acknowledged the real challenge facing the College in terms of digital entitlement and ensuring that learners have devices to engage in learning remotely. Bursary funding will support this as well as some capital expenditure. Removal of TfL's Post 16 oyster card from October will also be a challenge and put additional strain on hardship funds and financial support required.

## 6. LSEC College Principal's Report

Presenter: Mary Herbert /Vice Principals	Paper/Presentation
<p>Recommendations:</p> <p>The Board was asked to <b>CONSIDER</b> and <b>NOTE</b> the contents of the report and appendices, summarising</p> <ul style="list-style-type: none"><li>6.1 Delivery Models for 2020/21 plus Implementation and Communication Plan</li><li>6.2 2020/21 Recruitment &amp; Progression</li><li>6.3 Apprenticeship Update and appendices</li></ul>	

Delivery Models for 2020/21 plus Implementation and Communication Plan  
The Board received a presentation on the delivery models planned for 2020/21 from the Vice Principals.

### **Board Questions and Comments.**

Governor-LN queried how digital poverty was being addressed.  
VP-EI advised that some students would be provided with dongles or Wi-Fi enabled devices as well as offer a face to face approach for those students who found it difficult to engage remotely. VP-EI further confirmed that monitoring of online lessons was planned as well as continuing monitoring students' progress.

Governor-MT thanked the VPs for their presentation and stressed how important it was to provide staff with CPD time to develop digital resources.

College Principal-MH advised the Board that the pace of mobilisation to digital teaching and learning had been extremely fast and it was a good time now to pause and consider how to consolidate and learn from the new pedagogical approaches.

Chair-SH concurred that that the pandemic has sped up the process of digital teaching and learning and presents real opportunities.

College Principal-MH advised the Board that the recent Student Survey reported that the majority of students have enjoyed online learning.

### **2020/21 Recruitment & Progression**

College Principal-MH advised the Board that the current recruitment position was comparable with previous years.

Key priorities over the coming weeks remained, progressing online enrolment and training staff in how to fully use the new system. A user guide had been produced and staff briefings planned. This would help to minimise the volumes of learners on campus at what is traditionally a very busy time and would be in line with the latest Government guidance but this will continue to be reviewed as it changes and adjustments made to the process.

Comparison of the historic data shows that the volume of unique applicants for September places at 5528 is broadly comparable with that of previous years at 5505.

College Principal-MH reported that with the move to remote teaching and the lockdown situation due to Covid19 there has been a focus on two things; firstly, retaining our existing learners and accelerating the StepUp process and secondly a focus on online marketing and virtual open events.

College Principal-MH advised the Board that where offers have been made the student hub team have focussed on keeping in contact with applicants and moving applicant through the process to acceptance and this will remain a focus as we move into the summer and closer to the enrolment period.

Following curriculum conversations those learners intending to return next year have been identified within the StepUp process with these wherever possible being taken though to enrolments. This is easier with 16-18 year olds and these have been enrolled, enrolment work is still ongoing between MIS and the student hub team with the StepUp adult learners where there are more complicated issues of fee eligibility and other issues but this also remains a focus of the student hub team and will continue during the summer.

College Principal-MH advised that the data is available at Curriculum area and individual course level, allows the curriculum management team to make adjustments to the plan to accommodate demand. Whilst it is anticipated that the majority of learners will enrol online there will be provision within the guidelines for those learners unable to complete online enrolment to book appointments on site to be supported with this process.

College Principal-MH reported that the process and principles of enrolment will be communicated to staff through a lunch and learn special. There is also a written enrolment handbook written for all staff outlining the principals and processes. Managers are also being asked to cascade this information to their teams in detail.

Government guidelines are expected to change over the summer, and we will take these into account as we make our final communications and we will communicate with staff where there are changes.

The Board were encouraged by the recruitment position reported.

The Board received an update on the Group Apprenticeship Strategy.

College Principal-MH advised that prior to the lockdown there was high confidence in the initial implementation taking shape as mid-month targets had been achieved in March and there was a high volume of vacancies being recruited that would result in profiled targets being exceeded.

The Board were advised that since lockdown apprenticeship starts have frozen causing a financial in-year impact of £154k for LSEC and £57k for LSfG. However, there is currently a greater impact moving into 2020/21 due to the significant drop in carry in funding. From pre-COVID budgeting this has dropped by £860k for LSEC and £500k for LSfG, which has now stimulated a review of all staffing costs.

College Principal-MH advised that further work is now taking place to review all apprentices progression to ensure that only apprentices engaged and in employment progress into 2020/21. All apprentices at risk will have support in either moving to a new employer (where they have been made redundant or are at risk of being made redundant) or accessing other training to support their progression into further training or employment.

The Board acknowledged the key risks to Apprenticeship provision and the impact of Covid on carry in funding, forecast income and planning for 2020/21.

## 7. HE Strategic Development Plan

Presenter: Mary Herbert	Paper
<p>Recommendations: The Board is asked to <b>CONSIDER</b> and <b>COMMENT</b> on the HE Strategic Development Plan which outlines the next steps in finalising the HE Strategy to incorporate the impact of Brexit, Covid and changing Skills Policy landscape.</p>	
<p>College Principal-MH presented the developing plan for HE Strategy and advised the Board that Strategy had not yet been finalised due to continuing planned movement of the FE/HE market.</p> <p>The new Skills White Paper planned for the Autumn was likely to shift see some shifts in the policy landscape around higher level qualifications. A new HE Director would be in post for September who would also focus on a review of our HEI partnerships and sector summaries over the next five years.</p>	

College Principal-MH advised that NSS responses were likely to be influenced by negative feedback from the business and management curriculum area where there were a small cohort of legacy students where there had been identified issues with the HNC/HND delivery. Current year had seen an improvement in the delivery and achievement but poor experience in earlier years would impact on the survey.

Governor CY received clarity on the student number cap reported in the paper, which is not a cause for concern as we do not charge the maximum fees and therefore not relevant for LSEC.

## 8. Developing Digital Strategy

Presenter: David Lambert	Paper
<p>Recommendations:</p> <p>The Board was asked to <b>CONSIDER</b> and <b>COMMENT</b> on the paper.</p>	
<p>GEX Director-DL reported on the ongoing work between LSEC and Jisc and the development of an eLearning strategy and the Digital Leaders programme.</p> <p>The Board were advised that a workshop developed jointly with JISC and facilitated online has help to steer the thinking of the curriculum management team and has based both on the workshop and also JISC’s knowledge of doing this with other providers made a number of recommendations which are being worked through and taken forward. This paper outlines current thinking around the developing strategy.</p> <p>GEX Director-DL advised that whilst working on the development of a strategy there are practical changes being implemented within the curriculum for next year. These build upon the work which has been done by teams during this period of remote teaching and will be built into the delivery model for September.</p> <p>Following evaluation, including teacher feedback the College the decided to change the current Moodle VLE platform and has signed contracts with a new provided Canvas.</p> <p>This new platform will give teachers a better platform and tools to take forward the College’s eLearning agenda as well as providing learners with a better experience more able to run across mobile devices. As a mark of the importance of eLearning the College is keeping in place for next academic year the existing instance of the VLE in order that there can be a longer implementation and transition plan, including supporting staff with training and development.</p> <p>GEX Director-DL reported on the following key actions:</p> <ul style="list-style-type: none"> <li>• Development of an overarching eLearning strategy based on recommendations made by JISC and the Visioning Event</li> <li>• Delivery of online version of the JISC digital leaders programme</li> <li>• Rollout of the delivery model illustrated in this paper across curriculum areas.</li> <li>• Develop and implement a detailed roll out plan for Canvas</li> <li>• Develop new policy and procedures around the recording and streaming of lessons</li> </ul>	
<p><b>Board Question and Comments.</b></p>	
<p>In response to questions from the Board, GEX Director-DL advised that considerations around digital poverty had been reviewed and ongoing work to identify IT resources for staff students was planned.</p>	

Planning for alternative policies and procedures to accommodate the switch to digital learning including, learning walks and the streaming, capture and recording of lessons was in process.

In response to Governor-JH and Chair-SH, GEX Director-DL advised that digital poverty was a key consideration.

The move to Canvas – the new VLE would also support and facilitate a more agile and dynamic digital delivery.

Governor-LN queried what assessment might look like. GEX Director-DL reported that review of assessment ongoing and would be differentiated based on type of provision e.g. practical or theory.

## 9. LSEC KPI Scorecard

Presenter: David Lambert	Paper
<p>Recommendations: The Board was asked to <b>CONSIDER</b> and <b>NOTE</b> progress against targets.</p>	
<p>GEX Director-DL presented the KPI Scorecard and current reported progress and advised that with the transition to remote teaching as a result of Covid19 the completion of the full KPI dataset has been difficult.</p> <p>There are many areas where activity is happening in different ways and a like for like comparison is not possible. Where this is the case this is explained in the comments and where activities have ceased as a result of the transition the latest position has been rolled into the year-end forecast.</p> <p>GEX Director-DL advised that the measurement of attendance has changed to participation meaning that a like for like comparison is not possible. Nor is the range of data sets available the same, being built as it was to allow managers and teachers to make targeted individual learner level interventions. Since the transition to remote teaching participation rates have consistently been reporting in the mid to high sixty percent range.</p> <p>The Board were advised that retention remains high and the volume of requests for withdrawal has reduced during this period.</p> <p>As reported by the College Principal-MH, achievement is being reported in a completely different way with Centre Assessed grades and rank orders being teacher led. Internal College data predicts that achievement will be comparable with last year but there are risks and uncertainties around how this may be moderated externally. It should therefore be flagged that whilst the College has historically been very accurate in its own position against externally published data there is a risk of greater variance this year.</p> <p>GEX Director-DL advised that Teaching Observation activity in the form of graded lesson observations ceased on the transition to remote learning so the KPI data year end position reflects the latest position prior to lockdown. Some activity has continued but has ben developmental and therefore is not included in the data.</p> <p>In addition, measures around staff utilisation and class sizes do not have the same level of meaning as previously and the data sets reflect the rolled over latest position prior to lockdown.</p>	



GEX Director-DL reported that the completion of appraisals is moving towards the target but the impact of the relaunch of the revised BlueSky framework coinciding as it did with Covid19 has not had full impact and the completion rate of appraisals remains low.

The financial metrics and RAG ratings have been adjusted to reflect the impact on the Covid19 pandemic on the College. There has been work to mitigate the impact but despite the changes in income, the full year income will still be at least £0.6m lower than it would have been if the Covid-19 pandemic had not occurred.

The Board **NOTED** the report and the change in measures and metrics as described by the Executive due to the impact of the pandemic and closure.

#### 10. LSEC Student Governor Update

<b>Presenter: Daniella Oni-Okeke</b>	<b>Verbal</b>
<p>Recommendations: Board are asked to <b>NOTE</b> the verbal update from the Student Governor.</p>	
<p>Due to the absence of the Student Governor there was no verbal update provided.</p>	

#### 11. LSEC Staff Governor Update

<b>Presenter: Barry Spencer/Andrew Cox</b>	<b>Verbal</b>
<p>Recommendations: Board are asked to <b>NOTE</b> the verbal update from the Staff Governor and Chair of the Staff Forum.</p>	
<p><b>Board Comments and Questions</b></p>	
<p>Chair of Staff Forum-AC provided an update on the FE Foodbank initiative and campaign. Good exposure at a national level with support from Prue Leith and Skills Minister.</p> <p>Board were advised of planned shift to virtual Staff Forum meetings to improve engagement planned for 2020/21. A new TOR and meeting structure will be developed for 2020/21.</p> <p>Staff Governor-BS advised that there are some concerns around the number of learning platforms and applications that have become available and some consideration from student data protection perspective is required.</p> <p>Clerk-JP to review issued identified with Staff Governor.</p>	

#### 12. LSEC Financial Performance

<b>Presenter: John Hunt</b>	<b>Paper</b>
<p>Recommendations: The Board were asked to: -</p> <ol style="list-style-type: none"> <li>a. CONSIDER and NOTE the report and appendices together with the Management Accounts for the period ended 30 April 2020.</li> <li>b. APPROVE a non-consolidated 1% pay award for all staff based upon earnings for the 10 months to 31 May 2020.</li> </ol>	
<p>CFO-JH presented a paper to the Board that outlined the following information.</p> <p>This information had been reviewed by the Group Finance Committee and recommended for <b>APPROVAL</b> by the Board</p>	

**For context, the following extract from the report has been included in the minutes.**

LSEC Management Accounts for the period ended 30 April 2020 (period 9) show an adjusted operating surplus for the year to date, prior to FRS102 pension adjustments of £1.2m.

It was reported that this is £452k better than forecast for the year to date as a consequence of High Needs Income being above our previous prudent forecast.

The period 9 forecast outturn for the year has been prepared to reflect the latest estimates of income and expenditure and with the improvement to High Needs income, the forecast adjusted operating position for the year has improved by £320k to a deficit of £100k.

It was reported that a number of budget contingencies remain and with the potential for High Needs Income to be higher, this may improve further before the end of the year. With our improved operating forecast and the delays to our major capital projects we are now forecasting full year cash balances to be circa £0.9m above budget and forecast at £8.5m.

It was reported that options to upgrade our SUN finance system which is not Windows 10 compliant had been evaluated. Following completion of a project to evaluate suitable options, Access Financials was chosen as the preferred option with a total cost circa £168k. We expect the new system to go live in February 2021.

It was reported that the final part of the pay award for 2019/20 was conditional upon the financial performance of the College and any award being affordable.

As previously reported to the Group Finance Committee, although the financial performance for the College this year is expected to be better than budget, the College faces significant financial risks and challenges for 2020/21.

Therefore, in order to balance the two, it is recommended that the College makes a non-consolidated 1% pay award to all staff based upon their earnings this year in the 10 months to 31 May 2020. This would cost the College circa £200k in 2019/20 and will not have any impact on the budget for 2020/21.

The Board **APPROVED** the Pay Award as recommended by the Group Finance Committee and detailed in the Group CFO report presented.

### 13. Property Strategy

Presenter: John Hunt	Paper
<p>Recommendations:</p> <p>The Corporation was asked to:</p> <ul style="list-style-type: none"><li>a) Consider and comment upon the report, and to note the progress made against the capital projects, and the risks presented.</li><li>b) <b>APPROVE</b> the terms of the contract for the part-disposal of the Plumstead site</li><li>c) <b>RESOLVE</b> to <b>APPROVE</b> the execution of the contract for the part-disposal of the Plumstead site once the GLA Grant Agreement has been received.</li><li>d) <b>APPROVE</b> the College Seal to be applied to the contract in accordance with the financial regulations.</li></ul>	
<p>CFO-JH and Group Estates Director-AS presented a paper to the Board that outlined the following information.</p>	

This information had been reviewed by the Group Finance Committee and recommended for APPROVAL by the Board

**For context, the following extract from the report has been included in the minutes.**

The Board were advised that following consideration by the Corporation of the Property Strategy at its meeting in May, the Corporation approved to transfer of the investment earmarked for LATC to the Future Plumstead project due to the impact the Covid-19 pandemic has had on the aerospace industry.

The total College contribution to the Plumstead project including disposal and shared planning costs will be circa £2.32m, and this value is provided for in the financial plan elsewhere on this agenda.

The contract suite is now complete and runs to several hundred pages. An executive summary of the contract terms prepared by the lawyers is attached at Appendix 1 for information. Although the disposal of the Plumstead site and exchange of contracts has already been approved by the Corporation, the board are asked to consider the summary of the contract terms and to provide final approval for the executive to enter into the contract for the part disposal of the site.

The GLA funding agreement is still awaited and must be received prior to the exchange of contracts to trigger submission of the planning application. We anticipate this being received early in July, with contracts being exchanged soon after 15 July.

The LATC project currently have an estimated cost of circa £10.4m, and a GLA grant of £6.4m. With the transfer of the College capital contribution to the Future Plumstead project leaves a funding gap of circa £4m for the project. It is currently anticipated that we may be able to fund this shortfall through the disposal of the Orpington campus. Whilst the immediate LATC programme is on track to tender the overarching programme is in significant delay. A further 12 months purposeful delay is now also to be added to the programme with the facility now expected be completed in April 2024, and open in September 2024.

Following consideration by the Corporation of the Property Strategy at its meeting in May, the Corporation **APPROVED** to transfer of the investment earmarked for LATC to the Future Plumstead project due to the impact the Covid-19 pandemic has had on the aerospace industry. The total College contribution to the Plumstead project including disposal and shared planning costs will be circa £2.32m, and this value is provided for in the financial plan elsewhere on this agenda.

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The GLA funding agreement is still awaited and must be received prior to the exchange of contracts to trigger submission of the planning application. We anticipate this being received early in July, with contracts being exchanged soon after 15 July.

**Board Comments and Questions**

Chair-SH commented that the contract and funding negotiations with Future Greenwich project was very complicated and complex. The key concerns for the Board are not receiving the Grant, submitting planning and moving to exchange.

The Board and Governor-JH queried whether it was time to consider the requirement for increased physical space with a digital future in mind.

Group Director Estates-AS advised that space was already at a reduced capacity compared to current site capacity and that further down the process and review of the design phase there could be some time for further discussion and considerations. The build design was very mobile and technology friendly with hot desking and flexible delivery spaces.

The Board **APPROVED** the Contract on the part disposal of the Plumsted Site and **APPROVED** the application of the College Seal to the contract in accordance with the Financial Regulations.

#### 14. LSEC 2020/21 Budget

Presenter: John Hunt	Paper
<p>Recommendations:</p> <p>The Board is asked to <b>CONSIDER</b> and <b>APPROVE</b> the 2020/21 Budget.</p>	
<p>Group CFO-JH presented a paper to the Board that outlined the following information on the 2020/21 Budget for LSEC.</p> <p>This information had been reviewed by the Group Finance Committee and recommended for APPROVAL by the Board.</p> <p><b>For context, the following extract from the report has been included in the minutes.</b></p> <p>It was reported that preparation of the annual budget for the College continued to be a challenging process which is exacerbated by the adverse impact of the Covid-19 pandemic on the business, and the uncertainty this introduces to future enrolment and the wider economy.</p> <p>With demand for apprenticeships expected to be lower than our original plans, and with social distancing likely to be a requirement for some time to come, recruitment of learners may be a real challenge for 2020/21.</p> <p>However, it is also possible that demand for vocational courses may increase with many young people being unable to secure a job, and through adults who want to retrain. On the basis of this uncertainty, the budget for 2020/21 includes what we consider to be realistic assumptions of enrolment levels and modest growth in only a few areas of income.</p> <p>It was reported that the budgeted operating deficit prior to property strategy costs of £295k is £125k better than the budget for the current year. After allowing for £175k for property strategy costs in respect of the potential disposal of the Orpington campus the deficit of £470k is £50k higher than the budgeted for 2019/20. After estimated non-cash FRS102 pension adjustments of circa £1.9m are included, the total deficit for the year is budgeted to be £2.36m (2019/20 budgeted deficit of £2.47m).</p> <p>The FRS102 pension costs are a non-cash adjustment over which the College has no control, and the actual value of this item may be significantly higher or lower than budgeted.</p> <p>It was reported that this deficit is broadly in line with the Three Year Financial Plan agreed in July 2019 but is a little under £0.6m than the IFMC return submitted in February. This</p>	

variance is mainly attributable to Covid-19, with apprenticeship income being much lower than expected.

With the expected part receipt from the disposal of the Plumstead campus, the financial health points score of the College is expected to improve during 2020/21 and will remain close to the top of "Good" for the year.

Earnings Before Interest Taxation, Depreciation and Amortisation (EBITDA) is a key measure of financial performance and is widely used in the private sector as the benchmark for financial performance. Since this is essentially a measure of the ability to generate cash, it is also used extensively by banks to assess the financial viability and credibility of a business.

The accounting treatment of some items in the education sector means that an Education Specific EBITDA is required in order to eliminate the impact of non-cash adjustments such as capital grants and FRS102 pension adjustments.

The budgeted Education Specific EBITDA for 2020/21 is a surplus of £2.48m (5.38% of income, 2019/20 P9 forecast: 6.27% which is £0.21m lower than that forecast for the current year. The staff costs ratio in 2019/20 is far too high at circa 69.3%, and the budget shows an expected reduction by circa 3% to 66.3%. This will be achieved through the savings made during 2019/20, increased ESFA Youth income for 2020/21, and a larger contingency being carried for the year.

It was reported that the budget includes the planned ongoing annual recurring capital expenditure for the year of £1m, plus the expected cash flows relating to the London Aerospace Technology College (LATC), and Future Greenwich. The Future Greenwich project assumes a capital receipt of £3.9m in April 2021 in respect of part of the sale proceeds. The exact timing of receipts is still to be determined. These projects together with the delay in the LATC project will increase our forecast cash reserves to circa £12.5 by 31 July 2021.

The Board were advised that given the significant number of unknown factors for the College next year especially the impact of Covid-19 and maintaining our learner numbers, the budget does include a higher than usual central contingency within non-pay. This is considered to be appropriate in the circumstances.

It was reported that the LSfG budget is to achieve an operating deficit of £80k due to lower Apprenticeship starts anticipated following the impact of Covid-19 and a deficit of £280k after Stratford site dilapidations.

This will mean an increased adjusted operating deficit for the Group once the results are consolidated. The consolidated results can be found in the Three Year Financial Plan elsewhere on this agenda.

The Board **APPROVED** the Budget as recommended by the Group Finance Committee and detailed in the Group CFO report presented.

## 15. LSEC Three Year Financial Plan

Presenter: John Hunt	Paper
<p>Recommendations:</p> <p>The Board is asked to <b>CONSIDER</b> and <b>COMMENT</b> on the report and attached papers. <b>APPROVE</b> the Financial Plan for 2020-23.</p>	

Group CFO-JH presented a paper to the Board that outlined the following information on the Three Year Plan for LSEC.

This information had been reviewed by the Group Finance Committee and recommended for **APPROVAL** by the Board

**For context, the following extract from the report has been included in the minutes.**

The Financial Memorandum with the Education Skills Funding Agency (ESFA) requires the College to prepare and submit a Three Year Financial Plan by 31 July of each year.

With the introduction of the IFMC, this was to be no longer required, but with Covid-19, this has been replaced with a new return with a prescriptive set of narratives to explain the assumptions and plan in some detail. This plan must include the consolidated results of the College together with LSfG as its wholly owned subsidiary company.

IT was reported that the Financial Plan has been prepared using the required ESFA Three Year Financial plan template issued rather than the IFMC spreadsheet due to the complexities of the latter. The plan shows the period 9 forecast outturn for the current year, the budget for 2020/21 (as included elsewhere on this agenda) and a forecast budget for each year until 2022/23.

The detail in the plan for future years is based upon anticipated activity and related expenditure in that year in line with predicted growth, together with logical assumptions regarding grant and other funding values. The plan includes the expected major capital project cash flows in respect of the Future Greenwich and LATC projects.

It was reported that the new Covid-19 return includes a requirement to submit a monthly cash flow forecast for 24 months of the financial plan.

The ESFA issued the new Covid-19 Financial Plan template on 15 June, and this will be completed in time for the submission deadline of 31 July.

**The Board were advised of the key points from the Financial Plan as follows**

1. The small adjusted operating deficit is forecast for each year of the plan and will be close to breakeven in 2021/22 and 2022/23.
2. The Education Specific EBITDA will improve slightly in 2021/22 and 2022/23 as we take a reduced contingency post the Coronavirus pandemic.
3. The Education Specific EBITDA will in 2021/22 and 2022/23 will remain marginally below the FE Commissioner 6% target.
4. Major capital expenditure and receipts in respect of the Future Greenwich development are included in the plan.
5. This capital expenditure for the LATC project is currently matched to the £6.4m GLA grant, as the project shortfall of £4m remains.
6. Cash balances are expected to improve over the life of the plan from current levels and are very sensitive to major project cash flows.
7. The financial health points score will be 'Good' throughout the life of the plan and is assisted by the receipts from the sale of Plumstead.
8. By 2023/24, the financial health score of 210 points (Good) is considered to be a fair assessment of the underlying health of the College.
9. The effect of Covid-19 on recruitment levels in 20 0/21 (if any) will have an impact on the values in the plan which are forecast for future years.

The Board **APPROVED** the Three Year Financial Plan as recommended by the Group Finance Committee and detailed in the Group CFO report presented.

## 16. LSEC Risk Management

Presenter: John Hunt	Paper
<p>Recommendations: The Board is asked to <b>CONSIDER</b> and <b>NOTE</b> the contents of the summary report on specific risk on Covid-19.</p>	
<p>Group CFO-JH presented report on the specific risks relating to Covid-19 and advised that since the risk register was last considered by the Corporation, it has been subject to a review by risk owners and the Group Executive in order to reflect how the Covid-19 pandemic has changed the risk register. This has resulted in a number of changes to the risk owners, scores and content of some risks.</p> <p>The Board were advised that the main changes to the risk scores and the reasons behind those changes are summarised in the report provided.</p> <p>The majority of changes relate to the Covid-19 pandemic and the impact this is currently having upon operations, income, Health &amp; Safety and Safeguarding.</p> <p>This has resulted in some risks for each entity being considered as Business Critical, and in particular the future solvency of LSfG is once again in some doubt with the significant Covid related loss of income.</p> <p>The detailed risk register entries for the Business Critical and High risks together with those where scores have changed are appended for information. The text in bold on the risk register relates to the amendments and new text. The main changes to the risk scores and the reasons behind those changes are summarised in the report, which follows.</p> <p>These changes include 3 risks now being considered as business critical as a direct impact of the pandemic. Of the 43 risks currently identified on the risk register, 3 are Business Critical, 10 are regarded as High, 23 as Medium and 7 as Low.</p> <p>The content of some risks together with the ranked Risked Register report have been updated to include information as part of the Board Assurance Framework.</p>	
<p>The Board <b>NOTED</b> the report and changes to the Risks.</p>	

## 17. LSEC Internal Audit Strategy & Plan

Presenter: John Hunt	Paper
<p>Recommendations: The Board is asked to <b>CONSIDER</b> and <b>APPROVE</b> the Internal Audit Plan for 2020/21.</p>	
<p>Group CFO-JH presented the Internal Audit Strategy and Plan which had been developed in consultation with the Head of Internal Audit, CEO and the Group CFO.</p> <p>The Board were advised that the plan has been considered by the Audit Committee and contains the changes requested by that committee, including a slight increase to the number of internal audit days.</p> <p>The draft plan covers the main areas of risk to be considered on an annual basis including key financial controls, a mock ESFA funding audit, governance, and risk management. The plan also includes a number of other audit areas which include, but are not limited to, a review of financial planning, mental health &amp; wellbeing, OfS compliance, cyber security, performance management and appraisals, and Health &amp; Safety which will include arrangements and compliance for operational safety during the Covid-19 pandemic.</p>	

The draft internal audit strategy contains provision for 90 internal audit days across the group which is a slight increase in the plan for the current year

Governor-JHo requested that the scope for the Safeguarding internal audit in 2021/22 include an outcomes focused objective with a particular focus on Race Inequality. This was **APPROVED** by the Board.

The Board **APPROVED** the Plan as recommended by the Group Audit Committee.

The Board **NOTED** the successful tender and appointment of the Scrutton Bland as the new Internal Auditors.

## 18. LSEC Board Assurance Framework

<b>Presenter: John Hunt/Jennifer Pharo</b>	<b>Paper</b>
<p>Recommendations: The Board is asked to <b>CONSIDER</b> and <b>APPROVE</b> the Board Assurance Framework.</p>	
<p>Group CFO-JH and Clerk-JP reminded the Board that the development of a Board Assurance Framework (BAF) was outlined as an action in the Annual Audit Committee Report of 2019/20 and that they had been commissioned by the Audit Committee to develop and implement a BAF Assurance Tool for 2020/21.</p> <p>The report provided detailed of the method and process for applying and using the BAF Assurance Tool from September 2020/21 and outlined how this will be implemented and form an element to supplement the risk management and audit processes currently in place.</p> <p>The Board were advised that the Group Audit Committee had approved and supported the initial scope and development of the BAF with a final version demonstrating the method and processes on the assessment and evaluation of assurance levels, presented and approved by the Audit Committee on 24th June 2020 and Recommended to the Board for APPROVAL.</p> <p>The BAF Assurance Tool will become a regular feature and item for the Audit Committee and reviewed by the Boards bi-annually alongside the risk register and other assurance elements as presented.</p> <p>For this purpose, a new report template will include an indicator, identifying when a paper or item is presented, that it forms an element of the Board Assurance Framework Assurance Tool.</p>	
<p>The Board <b>APPROVED</b> the Board Assurance Framework as recommended by the Group Audit Committee.</p>	



## 19. LSEC Financial Regulations 2020/21

Presenter: John Hunt	Paper
<p>Recommendations: The Board is asked to <b>CONSIDER</b> and <b>APPROVE</b> the Financial Regulations for 2020/21.</p>	
<p>Group CFO-JH presented the Financial Regulations reviewed for 2020/21 and a identified the number of changes made.</p> <p>It was reported that the majority of changes relate to post titles and other minor grammatical and administrative alterations with the material amendments being explained in the following report.</p> <p>The most significant change relates to clarification of the wording regarding the use of the Seal, with this being amended to accurately reflect the Articles of Association and the operational use of the Seal.</p> <p>The Financial Regulations were considered by the Finance Committee at its meeting on 1 July 2020 and are recommended to the Corporation for Approval.</p> <p>The full Financial Regulations were provided in the Board pack for information should the Corporation wish to review them in full.</p>	
<p>The Board <b>APPROVED</b> the Financial Regulations for 2020/21 as presented and as recommended by the Group Finance Committee.</p>	

## 20. LSEEG Corporate Strategy – LSEC Operating Statement and TOMS Tracker

Presenter: Louise Wolsey	Paper
<p>Recommendations: The Board is asked to <b>CONSIDER</b> the update on progress on the Corporate Strategy and the partnership work with CLES. The Board is asked to <b>NOTE</b> the progress on the TOMS Tracker monitoring strategic goals and objectives.</p>	
<p><b>Group Strategy Update</b></p> <p>GEX Director-LW presented the Board with the updated Operating Statement and paper outlining progress made in implementing the new Strategy across the Group, encompassing the College, the Trust and London Skills for Growth. The Group Strategy and Operating Plans for the LSEC, LSEAT and LSfG were approved by their respective boards in October 2019.</p> <p>Further information on progress against the Operating Plan objectives was provided at the last Board meeting in March 2020.</p> <p>The Board were advised that building on this full adoption, the overarching strategy has been communicated through the Group website, internal newsletters and SLT meetings, enabling implementation to begin and progress across each part of the Group.</p> <p>The first stages of implementation have been cemented into the Group's day to day operations; and is part of our continued commitment to ensure all staff and students understand the strategy and can effectively work towards achieving it.</p>	

- The strategy has been translated into a simple format for use with staff, students and external partners and stakeholders, these include a summary version and a short film:
- A virtual Group Strategy Project Office has been established to lead the development and management of the evaluation framework by which social impact will be measured.
- The capture of social value generated by delivery of key projects through partnering with a specialist social enterprise partner the Social Value Portal.
- Embedding of Social Action into the remodelled #CareerAdvantage programme.
- Embedding of the principles of the Group Goals and Values into core people practices. This was to ensure accountability for the implementation of the strategy at every level of the organisation, enabling and driving a change in behaviour to make the Group ambition central to everyday activity and practice.
- Embedding of the STARS values in the staff recognition scheme: 'STARS Cards' which are published weekly in Group News
- Embedding of the STARS Values in the 2019/20 Staff and Student Awards to recognise and rewards actively modelling behaviours we want to characterise our Group.

The Board were advised that from the initial work with the Social Value Portal, a software platform which supports organisations in capturing, measuring and independently verifying the production of social value in procurement and development activities. KPI dashboards have been produced, which embed social value in our business health indicators.

As reported in October, to ensure that the strategy will be able to demonstrate impact through an independent and verified evaluation methodology, we have adopted the National TOMS Framework, Themes, Outcomes and Measures: these are defined as below.

- THEMES – the components of an organisation's "vision" for social value
- OUTCOMES – the positive changes that the organisation wants to see. In effect, what "good" looks like to that organisation
- MEASURES – what objective indicators will be used to measure whether these outcomes are being met

This approach is widely used by the Local Government in many aspects of Public Sector procurement to demonstrate value for money and added value of social impact. It is currently being consulted on by the government for the procurement of central government services and contracts.

The Board were advised that we have partnered with the Social Value Portal, an on-line solution that allows organisations to measure and manage the Social Value that they generate. Working with the SVP, the Group Strategy Project Office has aligned the Group Goals and Operating Plan Objectives against the TOMs framework and defined data/information which would be used to evidence this. We have used this to build a platform, through which data can be captured and social value calculated.

This is also being tested with the SVP platform through which data can be collated and social value generated. We continue to work with the Group Finance, HR and MIS teams to ensure it will be possible to evidence progress with existing data or consider what new data may be required and how this will be collected. Mapping KPIs to the SVP adds value to our evaluation approach as it will enable the impact of the Group Strategy to be verified independently by an external agency, adding validity to our approach.

It was reported that since the 23rd March, and the advent of the COVID 19 national pandemic focus has shifted towards:

- Working with the Social Value Portal to develop and pilot a social impact report for the College's 2018/19 Academic year, to test the methodology for application across the whole Group. This has included working with SVP to create new proxy values which reflect and articulate the value of the sector.
- Finalising the benchmarking process to ensure that the future analysis of 2019/20 impact and future years is effective and efficient.
- Positioning the College externally as a Civic Enterprise creating social value, to support the national agenda of recognising colleges and educational providers as key anchor institutions creating social value and community wealth within their local communities.
- Sharing our Group Strategy and evaluation approach with the FE Commissioner and other key FE policy makers to help influence the future of the FE Sector.

The Board were advised that since March 2020, we have been developing ways to source and evidence the data SVP requires to independently verify social impact that the group activity can create. In the first instance data from the 2018/19 College year is being used which required collaboration across multiple departments. This took a significant amount of time due to the COVID-19 lockdown which resulted in some delays in developing the benchmarking process.

However, the data has been collected and turned into a draft social value report. This will be used as a benchmark to set against later years, and measure progress being made to the amount of social value we generate. From this initial report we will be able to locate different areas where we can increase social value further, helping us to meet our new Strategic goals and objectives. There will also be a comprehensive report of our value to the local economy which we can widely share with stakeholders. The process of measuring social value within the education sector has proved more of a challenge for the SVP than expected. Whilst they have extensive experience of working with public sector organisations, this is the first report that they have developed for an education provider and this has required them to develop new measures and proxy values that articulate value more efficiently and robustly, which is breaking new ground.

This has taken longer than expected, but if the pilot is successful, this innovative piece of work will lead to the development of a new Education Plugin for other education providers to use, further establishing LSEC as a trailblazer for social value within the sector.

Once this methodology has been finalised; we will be able to use this approach for the 2019/20 academic year across each part of the Group.

The Board were also informed that in addition to working with the Social Value Portal, building on the recommendation in March that we should have a greater focus on the needs and insights of stakeholders and communities, to inform our approach, we are now working with the Centre for Local Economic Strategies. We are using their expertise, and learning from stakeholder insight, to evidence the impact that we currently have within our local communities and use this dialogue to shape future and further action.

By combining the SVP approach and report, we will have both a qualitative and quantitative overview of our impact, and a clear outline for how we can increase the social value we generate over the next few years.

The work with CLES is part of our Civic Enterprise positioning and takes inspiration from the Civic Universities initiative, where Universities that were once completely separated

from their communities, began to work with businesses and local authorities to deliver solutions for the issues their communities faced.

### Board Questions and Comments

Chair-SH congratulated GEX Director-LW on the good work and progress and the new engagement with CLES.

The Board **NOTED** the progress.

Governor-CY complimented the pocket size strategy document which was very handy and good to use and communicate with wider stakeholder groups.

Group Principal & CEO-SP advised that there has been a lot of interest in the FE sector about the strategic work and social value aspects. Including more recently an interest from the Independent Commission on Colleges for the Future and FE Commissioner Office.

## 21. Regulatory Matters

Presenters: Group Executive	Paper/Verbal
<p>Recommendations: The Board is asked to <b>COMMENT</b> and <b>NOTE</b> the updates from the following areas</p> <ul style="list-style-type: none"> <li>21.1 Safeguarding</li> <li>21.2 Equality &amp; Diversity</li> <li>21.3 Data Protection</li> </ul>	
<p><b>21.1 Safeguarding</b></p> <p>GEX Director-DL presented the Group Safeguarding Steering Group update on the virtually meeting on the 20 May with an agenda designed to allow Governors on the Group to hear an update from DSLs within the various entities of the Group on Safeguarding matters during the lockdown and transition to remote teaching.</p> <p>It should be remembered that parts of the Group have remained open during this period and across all parts of the Group the Safeguarding function has continued to operate effectively.</p> <p>The Safeguarding SG received verbal updates from DSLs and there was opportunity to question and challenge DSLs on how the safeguarding function was being effectively maintained during this period. The Group and Governors took assurance from the DSLs that effective arrangement continue to operate in these difficult and challenging times.</p> <p>Thinking and plans were also discussed around the safeguarding impact of both reopening and enrolment in September and the Group took assurance that safeguarding considerations were embedded into this thinking and that effective arrangements were being put in place.</p> <p>The Board were advised that a key issue for the Safeguarding SG is how safeguarding volumes may expand on the physical return of students and how the safeguarding teams will require to return to more on site working to accommodate this.</p> <p>The Board were advised of slight alterations to the Safeguarding Policy Addendum. For LSEC, online enrolment is being considered but the final stage for disclosure of convictions and for discussions with and looked after children will need to be carried out face to face.</p>	

If at any stage, any disclosures are made the enrolment will be paused for a Safeguarding team discussion. There will be physical precautions in place as well, screens etc.

The Board were advised that specifically for LSEC it was reported that there had been

- A rise in reports of domestic violence and mental health issues.
- Some students are suffering anxiety issues around digital poverty and generally any negative patterns of behaviour have increased.
- Drug dealing continues, prices have gone up and there is an expectation of a spike in drug related crime.
- Bereavements related to Covid-19 are issue and also older children looking after younger ones.

There are support telephone numbers available on every student's ID and by being back in college students will have the opportunity to speak to staff freely and in private.

### **Update on subcontractors safeguarding arrangements**

Individual performance meetings had been replaced with group Zoom meetings and they have gone well. The normal safeguarding process had been followed. There had been an upturn in disclosures in the 1:1's online where users had been happy to discuss. There have not been any significant issues flagging up.

The Board **NOTED** the Safeguarding Update.

## **21.2 Equality & Diversity**

The Board are asked to NOTE the revised meeting structure for the various regulatory meetings and in particular the proposed changes to the EDI regulatory meetings across LSEC and LSFG as reported in Appendix A.

The Board are advised that following recent staff consultations to consider an improvement approach to racial inequalities, a revised meeting structure has been proposed and agreed by the LSEC EDI Steering Group.

Terms of Reference have been prepared and approved for the EDI Steering Group and new Staff Network Committees.

Terms of Reference for the new Group EDI Grant Programme Fund Committee have also been approved, this Committee will comprise members of staff from across the Group Organisations and will be Chaired by the Group HR Director and VP STEM. This Committee will evaluate and appraise the EDI projects applying for funds reporting back up to the EDI Steering Group.

The Group HR Director will be taking a lead on EDI across the Group with a particular focus on staff EDI matters.

The Group Executive Director Education, Standards and Safeguarding will take a lead on student EDI matters and will work with the Student Union and Student Liaison Officer when students return in September 2020.

An EDI KPI Scorecard has been commissioned for development which will ensure the monitoring and action of EDI targets to be agreed for 2020/21.

The EDI Steering Group will report against targets and actions, through the Curriculum and Standards Committee, with an Annual and mid year report provided to the LSEC Board.

The Board were provided with an update on **BLM and Grants Programme**.

Early in June 2020 following the Public Health England Review of communities disproportionately affected by Covid 19 and the tragic death of George Floyd in America, which has amplified globally the pressing issue of racial discrimination and inequality, we have been considering what action we should take as a Group to better understand and actively address the inequalities being experienced by our BAME colleagues, students and the communities we serve.

The Board were advised that on the 8th June we launched a proposal to commit to fund for the next decade until 2030, a ten-year annual grants programme to enable research, development and targeted action to address inequality experienced by BAME colleagues and students.

Designed, developed, and managed by a steering group representing staff and students from across the Group, the programme will be overseen by Janet Curtis-Broni and Errol Ince.

The Board were advised that the Steering Group will:

- Operate in line with current Equality and Diversity policy documents within the Group: London South East Colleges Single Equality Scheme and the London South East Academies Trust Equality and Diversity Policy
- Agree the Terms of Reference and Membership for the Steering Group
- Determine criteria for funding
- How applications will be assessed
- What applications will be approved
- How impact will be measured and celebrated longitudinally
- Consider if the grants programme should support other minority/protected groups within the equality and diversity agenda

It was reported to the Board that two voluntary staff consultations took place later that week, to discuss the proposal, and what else we should be thinking of doing on this important agenda.

There were 363 participants who took part in the sessions, and there was strong support for the concept. Expressions of interest were invited from anyone wishing to join the steering group for new grants programme.

In total, we received 37 Expressions of Interest from across the Group. All expressions were reviewed and the Joint Chairs of the committee, Janet Curtis-Broni and Errol Ince.

Following the selection processes all applicants were met with via zoom to discuss next steps, either to confirm membership of the committee, or a wider role as EDI champions, being involved in other staff structures or applying for a grant once it is launched.

The Board were advised that the **Grants Steering Group Members** were announced on Monday the 29th of June in Group News and met for the first time on Friday 4th of July to review and finalise the Group Terms of Reference, the Grants Framework, and proposed application cycle.

The Grant scheme will be launched across the Group on Monday 13th July 2020. The first round of applications will close on 21st August and will be reviewed by the Steering Group in August, and recommendations for the first round of grants to be awarded will be announced in September.

The Board **NOTED** the update on Equality & Diversity and EDI Grants Programme

### 21.3 Data Protection

Clerk-JP reported that training has been rolled out across LSEC on GDPR Essentials and GDPR for Managers – summary analysis on completion rates were high with final data to be collated and follow-up sessions scheduled for the beginning of the year.

The Board were advised that new Guidance on Homeworking included key messages around data security and cyber security had been issued and distributed via staff newsletters.

Addendum to GDPR Policy will be formulated for Autumn 2020/21 following discussion with the data controllers across the organisations and a refresh of data impact assessments across all areas.

The Board were advised that a review of policies for recording and publishing lecturer linked to digital strategy and role out of new delivery models.

A report had been filed with the ICO following a ransomware attack on the colleges systems. A full analysis by JISC has determined that no data was extracted, and that firewalls and security systems had prevented a breach. Suggested improvement actions from JISC are being applied.

The Board **NOTED** the update on Data Protection.

## 22. Governance Matters

Presenter: Jennifer Pharo	Paper
<p>Recommendations:</p> <p>The Board is asked to <b>APPROVE</b> the appointment of David Eastgate, Allan Carey, Lucie Allen and Olivia John to the LSEC Board.</p> <p>The Board is asked to <b>NOTE</b> the Group Policies to be approved by the Group Board on 22<sup>nd</sup> July.</p> <p>The Board is asked to <b>NOTE</b> the Meeting Schedule for 2020/21.</p> <p>The Board is asked to <b>NOTE</b> and <b>COMMENT</b> on Chair Succession Planning.</p>	
<h3>Board Recruitment</h3> <p>Clerk-JP reminded the Board that a Governor recruitment campaign was launched in January to both increase the diversity of the Board and fill skills gaps, in particular around Human Resources and Quality Assurance.</p> <p>Clerk-JP reported on the successful recruitment of new Governor, Olivia John. Olivia will provide strong communications, project and change management skills and experience gained through her work in investment banking and as a charity trustee.</p> <p>The Board are asked to <b>APPROVE</b> the appointment of Olivia John to the Board with effect from 1st September 2020. Recruitment continues to source a Governor with strong HR and organisational skills.</p>	

The Board are also requested to **APPROVE** the appointment of David Eastgate, Allan Carey and Lucie Allen who will transfer on to the LSEC Board from LSFG with effect from 1st September.

The LSEC Board were reminded that the LSFG Board have resolved to merge with the College with effect from 31st October 2020. Allan Carey will continue to be the Group Finance Committee Chair and David Eastgate will continue to be Vice Chair of the Group Board.

The Board were advised that recruiting Governors to the Board and particularly where we require unique skills e.g. serving or retired Ofsted Inspectors, can be difficult. In this regard the Board are asked to consider the introduction of the role of a Co-opted Governor.

Co-opted Governors do not have a vote and do not sit on the Board. They are co-opted to a Committee usually in the capacity as an expert advisor. The Board are asked to **CONSIDER** and **APPROVE** the role description on of a Co-opted Governor as an additional type of membership of the Governing Body, to support the recruitment of specialist expert individuals on Committees, to support the Board in discharging their duties.

Subject to this approval, the Board are also requested to **CONSIDER** and **APPROVE** the appointment of a Lois Vassell, a currently serving Ofsted Inspector and Assistant Principal Curriculum at South Essex College. Lois would join the Curriculum & Standards Committee to provide scrutiny and oversight of curriculum and quality assurance matters with effect from 1st September 2020.

### **Succession Planning for Chairs**

The Board were advised that following discussions with Stephen Howlett, CBE, DL the current Chair of the Corporation on the matter of succession planning, I have been asked to raise for the Board's **CONSIDERATION** procedures and arrangements for the appointment of a new Vice Chair for the LSEC Board. Charles Yates our current Vice Chair is already in his second tenure and Stephen is approaching the end of his first.

The Succession Planning Policy was presented to the Board for information prior to approval at the Group Board next week, and which outlines the process we should collectively work through as a Board.

Planning for a new Vice Chair and/or Chair is something that can be time consuming and as an indicator of good governance it is important to plan sufficient time and focus on selecting the right candidate, to safeguard the organisation.

As the policy suggests, existing Governors may choose to consider the opportunity when the role is advertised and/or seek to put themselves forward for a discussion with the Chair to explore options further.

### **Group Governance Policies**

The Board were asked to **NOTE** and **COMMENT** on the following Group Governance Policies that have been prepared following a review of the policy documents covering the governance of our Group Organisations and as recommended by the Group Audit Committee.

- Governor/Trustee Expenses Policy
- Governor/Trustee Succession Planning Policy
- Governor/Trustee Training and Development Policy
- Attendance and Access to Confidential Information Policy
- Conduct of the Group Organisations Business Policy



- Removal of a Governor/Trustee Policy
- Selection and Re-appointment of Governor/Trustee Policy

The Board were asked to **NOTE** the Meeting Schedule of all Boards and Committees for academic year 2020/21 provided in the Board pack.

During the current pandemic meetings had been conducted remotely via Zoom and the Board agreed to continue in this mode for the 2020/21 Autumn Term.

The Board resolved to **APPROVE** the appointment of the new Governors proposed. **APPROVE** the role description for a Co-opted Governor and the appointment of a Co-opted Governor to the Curriculum and Standards Committee.

The Board also **NOTED** and **CONSIDERD** the Succession Planning for Chairs and the Group Policies to be **APPROVED** by the Group Board.

The Board **NOTED** the Meeting Schedule for 2020/21 and agreement to continue meeting remotely in Autumn 2020/21 via Zoom.

**23. Any other business**

**24. Date of next meeting: 21<sup>st</sup> October 2020**



**Signed by Stephen Howlett CBE,DL  
21<sup>st</sup> October 2020**