

**Meeting of LSEC Corporation to be held on
Wednesday 23 March 2022 from 5.30-7.30pm online via zoom
MINUTES**

PART 1

Welcome, apologies and declarations of interest.

Chair: David Eastgate

No additional declarations

Apologies from Jane Hobson

Brought Forward from Previous Meeting:

LSEC Board Evaluation

Chair requested that GEX Director Governance-JP circulate the document for comments and produce an action plan for discussion at the next Corporation Meeting.

Chairs' Summaries

Chairs Summaries from the Group Committees were presented with key actions and activities outlined from the meetings.

LSEC Curriculum & Standards presented by Governor-MT

- KPI Scorecard and in particular issues flagged around under recruitment, E&M and Attendance
- Review of QUIPs and areas for improvement
- Ofsted Readiness highlighted three risks attendance, achievement E&M, consistence in quality.
- New observations policy was embedding and having impact.
- New Apprenticeship achievement tracker had been implemented to ensure timely achievements.
- Action to produce updated on Mock examinations for next C&S plus attendance analysis vs achievement
- New company Purlos commissioned to support collection of destination data
- EDI report on training and development of staff.
- 2022/23 curriculum planning process was shared
- Committee Recommended Curriculum Resourcing Policy.

Questions on underlying issues around attendance on English and Maths programmes discussed by the Board and would be covered in main item.

Group Audit & Risk presented by Governor-LB

- Cyber Security Deep Dives – good progress in the college on its security and accreditation – most risks are in the Trust. .
- Good internal audit reports on capital projects, ALS, Learner Recruitment, Student Experience (including a review of Career Advantage)
- Great progress on audit actions with three overdue actions the audit tracker.
- Risk register reviewed (and on the Board Agenda)
- Board Assurance Framework presented and reviewed (and on the Board Agenda)
- Value for Money Report presented.
- New Anti-Bribery Policy was approved.

Group Finance presented by Governor-AC

- Recruitment issues – Management Accounts below budget – will claw back closer to budget
- Barclays Term loan RCF – recommended Option 3 with co-terminus period.
- New management accounting format presented aligned to ESFA requirements.
- Property Strategy update provided
- Committee Recommended Tuition and Salary Sacrifice Policies

A. Approval and decision items		Lead
A1	Previous Meeting Minutes & Action Log	JP
	Minutes of previous meeting were APPROVED, and Action Log reviewed.	
A2	LSEC Policy Updates	
	<p>The Corporation was asked to APPROVE the following policies as recommended by the relevant Committees.</p> <ul style="list-style-type: none"> • Tuition Policy (recommended for approval) • Curriculum Resourcing (recommended for approval) • Salary Sacrifice (recommended for noting) <p>2022/23 Tuition Fees & Charges Policy</p> <p>The Corporation was required to agree the general principles for College tuition fees on an annual basis. The Tuition Fees and other Charges Policy is a detailed operational policy which mainly sets out the charges and support for learners as appropriate to the circumstances in accordance with Government policy, together with details of College instalment schemes and circumstances for refunds. It was reported that only a few minor changes have been made to the document in accordance with Government policy and the Corporation are asked to approve the document for another year on this basis.</p> <p>The Board were advised that given the impact the pandemic has had on enrolment and the highly competitive nature of the market in London and in order to maintain future enrolment levels it is proposed that there will be no increase in FE tuition fees for 2022-23.</p> <p>It was reported that senior curriculum leaders are suggesting that HE fees for our 'direct' courses remain unchanged for 2022/23.</p> <p>Canterbury Christ Church University (CCCU) has some fee changes from 2022/23 fees while University of Greenwich fees (UoG) remain unchanged for 2022/23.</p> <p>It was reported that Commercial course fees will continue to be agreed on a course-by-course basis subject to market forces and target contribution levels.</p> <p>Apprenticeship levy and non-levy fees are subject to evidence of negotiated price, and we will continue to be charged at the highest level where possible to do so.</p> <p>2022/23 Curriculum Resourcing Policy</p> <p>The Board were advised that the policy sets out the framework for a clear and consistent application of teaching resources across further education, higher education, and apprenticeships outlining the procedure for maintaining and managing resources effectively and efficiently throughout the academic year, including:</p> <ul style="list-style-type: none"> • Curriculum and resource planning protocols • Resource planning procedures and budget management • Staff utilisation to attain agreed College target • Remission approval process • Approval and monitoring of variable/agency resources within budget • In year monitoring of group size to maintain agreed targets • Financial and academic viability through redistribution or realignment of resources and monitoring of changes to the curriculum plan. • Income and contribution targets. <p>It was reported that the policy has been prepared taking account of prevailing legislation and follows best practice, by enabling LSEC to demonstrate fairness and transparency in the allocation of resources, resource planning protocols and allocation of remission hours.</p> <p>There had been one change since the policy had been reviewed by the Curriculum & Standards Committee which would increase contact hours and face to face delivery in English and Maths.</p>	

	<p>LSEC Salary Sacrifice</p> <p>The Board were advised that as part of the Sustainability agenda to reduce our carbon footprint and contribute towards Net Zero, the College was intending to implement a Car Salary Sacrifice Benefit Scheme for staff.</p> <p>This will be aimed a low emission vehicle emitting less than 116g of CO₂, and it was anticipated that this will help to reduce the wider carbon footprint of our staff. In addition, under the proposed scheme the supplier will offset any carbon emissions of vehicles under the scheme.</p> <p>It was reported that the scheme has been approved by the Group Remuneration Committee and is being placed before the Corporation for noting. The Board were advised that a salary sacrifice scheme is an arrangement whereby an employee agrees to give up the right to receive part of their gross salary in exchange for a non-cash benefit – in this case, a brand-new car and the services and benefits provided in connection with the car. The salary sacrifice scheme is already in operation within the Trust, having been inherited upon conversion of the New Horizons Federation of Schools, with three staff in the scheme.</p> <p>The Corporation were advised that this was extended to all Trust staff in 2020, although to date no further staff have joined the scheme. It was planned to republicize the scheme as part of our Group Net Zero agenda.</p> <p>The Board were advised that it was planned to continue to use Tusker for the College salary sacrifice scheme and vehicles will also be supplied under a tendered framework agreement for procurement compliance.</p> <p>It was reported that under a salary sacrifice scheme, a proportion of the gross salary is sacrificed before Income Tax and National Insurance is deducted, and so the employee will pay less tax and National Insurance on the reduced salary. In addition, the employer will also save National Insurance contributions on that part of the salary sacrificed, and these savings are all utilised to pay for the vehicle selected.</p> <p>The Board APPROVED and NOTED the policies.</p>	
B	Discussion items	Lead
B1	Group Principal & CEO Update	SP
	<p>Group Principal & CEO presented a comprehensive report which provided and strategic and policy update of College activities and the external environment affecting the Sector.</p> <p>Key external policy documents had been developing and published including the Government Levelling Up policy and the Post 16 Skills Bills which are due to receive Royal Assent in late Spring. The Levelling Up agenda did pose some threats for London which had not been included within the 50 designated Education Zones to receive funding.</p> <p>The Board were advised that Asfa Sohail new College Principal & CLO had joined LSEC on 1st February 2022. The Board would receive an update on initial observations and priorities. The Board were advised on the post pandemic recovery plan and the continuing success of the Good4Me Good4FE initiative.</p> <p>It was also reported that the Board were asked to endorse a partnership agreement with the College of East Sussex and East Surrey Group as a continuation of the very successful College Collaboration Fund Project.</p>	
	Questions	
	In response to questions around levelling up and Education Zones it was reported that it was anticipated that these would lead to more opportunities in the 50 regions named. London and South	

	<p>East in particular did not appear to have been selected with the exception of Hastings. This thread was also being seen in other government led bidding rounds and opportunities where funding has not been awarded to London providers. GLA are aware and considering alternative opportunities.</p> <p>The Board expressed thanks to the Group Principal & CEO for comprehensive update and endorsed the new partnership arrangements with CCF Colleges as presented.</p>	
B3	College Principal & CLO Update and Deep Dive	AS
	<p>The Board were advised that recruitment remains challenging but with well-developed and detailed plans for additional in- year recruitment across all income streams. Additional learners have been and continue to be recruited for both young and adults, and there are some large projects underway specially to boost the adult income.</p> <p>It was reported that Apprenticeship recruitment was challenging for the February month where targets were not met. Additional plans are in place to recover this. To ensure budgets are met, continued implementation of efficiencies and minimising expenditure remain a priority and subject to regular detailed scrutiny.</p> <p>The Board were advised that attendance remains low, particularly in English and maths. Whilst improving attendance remains a major focus, it has broadly remained the same for term 2.</p> <p>It was reported that the predicted achievement rates for young learners, adult learners, apprenticeships, and higher education are predicted to improve. However, there are risks associated with the predictions for young and adult learners due to low levels of attendance rates and engagement for English and maths.</p> <p>The Board were advised that increased volume of learning walks and drop-ins completed, suggest that the majority of teaching, learning, and learning is good. Classroom visits were underway, and these will provide further evidence to validate the accuracy of judgement around TLA being good. Further support is being offered to teachers and a targeted teaching, learning and assessment has been planned for 1 April 2022.</p> <p>As previously reported, English and maths remain a significant risk. A recovery plan has been implemented to drive in-year improvements and to inform the planning and delivery for next year. The Catch-up fund has been used and will be realigned to focus on further improvements in this area.</p> <p>The Board were advised that an external consultant (Ofsted Inspector) has been appointed to provide external validation and support for English and maths, apprenticeships, and general feel and readiness of the College for Ofsted.</p> <p>It was reported that Learner voice from the recent 'Meet the Principal' events received mixed feedback and the number of attendees were low. There were some curriculum level and general support issues which have been taken forward by teams. It is proposed to review whether this can now be moved to face to face session(s).</p> <p>Staff CPD is well supported through the OLEVI coaching programme, and the recent launch of the Core Leadership Programme being undertaken by the management team across the College.</p> <p>It was reported that the College Collaboration Fund #Changemakers21 involving three Colleges have benefited from the sector partnership, and the Colleges are now moving into the building sustainability phase. This sustainability will establish permanent links which will support collaboration, innovation, and growth for years to come. The Board had endorsed this continuing partnership arrangement.</p> <p>The Board were advised that LSEC have been chosen to lead the Local London Green and Digital Mayoral Academy (LLGDMA) as part of the Mayor of London's Academies Programme.</p> <p>It was reported that deep dives conducted by the Principal and Chief Learning Officer have resulted in key priorities around seven headings. These have presented to the Board and will be revisited regularly as further evidence is reviewed.</p>	

	<p>Priorities were reported as</p> <ol style="list-style-type: none"> 1. People 2. Quality of Learner Experience 3. Curriculum 4. Finance 5. Estates 6. Stakeholders 7. Marketing 	
	<p>Questions</p>	
	<p>In response to questions from the Board it was reported that predicted achievement was likely to be up to 2% on previous year although full assurance on the predictions could not be provided until further evidence on forecasts had been collected, mostly around English and Maths were examinations had been re-introduced for this academic year. Comparisons with previous years TAGs and CAGS was difficult.</p> <p>In response to questions, it was reported that apprenticeship achievement rates are forecast to be improved on previous year and that HE provision was also forecasting good outturn. It was also reported that a quality review of apprenticeship would be undertaken.</p> <p>In response to question relating to English and Maths achievements and the root cause, it was reported that it was not unique to LSEC, and that learner motivation was a key element to poor attendance. A new Director had been appointed who was providing confidence and assurance in her approach. In response to questions on volume of agency teaching in this area it was reported that there are some agency staff although this did not really seem to impact on learners' motivation to engage in the subject content.</p> <p>The Board extended thanks to the new College Principal & CLO on the report and presentation, it was impressive to see the analysis in such a short space of time of being engaged and working with LSEC.</p> <p>In response to questions around curriculum planning the Board were advised that further information would be presented following a review by the Curriculum & Standards Committee.</p>	
Monitoring items		Lead
C1	2021/22 Financial Update Report	JH
	<p>The Corporation was asked to:</p> <ul style="list-style-type: none"> • Consider the report and Management Accounts for the period ended 31 January 2022 together with the management accounts format amendments, and • Approve a 2% pay award to staff with effect from 1 March 2022 • Consider the proposed loan refinancing options together with the recommendation from the Finance Committee. <p>The Board were presented with the Management Accounts for the period ended 31 January 2022 (Period 6) which reported an adjusted operating surplus for the year to date, prior to FRS102 pension adjustments of £877k.</p> <p>It was reported that this is £890k lower than forecast for the year to date and reflects the risk to some income streams. The Board were advised that providing the College comes close to achieving its forecast income for the year, the outturn is currently expected to exceed the original budget and some potential upsides exist to offset a number of risks.</p> <p>The Board were advised that with the delays in finalising the planning for Future Plumstead and contracts becoming unconditional cashflows had been reforecast. This delay has resulted in the</p>	

	<p>second instalment of the disposal proceeds of circa £3m being delayed until 2022/23 with a commensurate reduction to our forecast year end cash balance.</p> <p>The Corporation were presented with a paper which asked to approve a 2% pay award to all staff with effect from 1 March 2022 and were advised that this was fully provided for within the budget and forecast outturn for the year. However following a meeting of the Group Finance Committee on 21 March 2022, the Committee members considered the proposal of a 2% pay award from 1st March 2022 alongside recent union requests that this be backdated to 1st September 2021.</p> <p>It was reported that after some discussion which took into consideration the rising cost of living and inflation, particularly in relation to the energy and fuel costs, the Group Finance Committee recommended that a 2% pay award be applied, back dated to 1st September 2021.</p> <p>Collectively the Group Finance Committee considered that this was affordable and the right thing to do and this was endorsed by the Group Finance Committee Chair to the Corporation who advised that it was important to be recognised as a good employer and also that as an employer we have gone as far as we can to demonstrate appreciation of the enormous hard work and endeavours of our staff. It would also support retention and recruitment of staff at a time when Colleges were faced with growing pressures. The Board APPROVED the pay award of 2% backdated to 1 September 2021.</p> <p>It was reported that the College had started to receive its funding contracts for 2022/23 and whilst there have been no cash reductions to date, these are real term reductions and with rising costs, setting the budget for 2022/23 will be challenging.</p> <p>The Board were advised that discussions with Barclays have commenced regarding refinancing our bank loan facilities. With our potential future capital liabilities this is not straightforward, and of the options provided in the report, senior management have made suggested suitable recommendations for consideration.</p> <p>The Corporation considered these options and the recommendation of the Finance Committee following its meeting on 16 March 2022.</p> <p>The Board were advised that rising energy costs are becoming an increasing risk, and it is currently estimated that energy costs in the current year could be up to £82k higher than originally budgeted. In addition, energy costs for 2022/23 and 2023/24 may increase by a further £210k, and £492k respectively.</p>	
	<p>Questions</p>	
	<p>In response to questions on meeting recruitment targets, the board were advised that this was a sector issue with the impact of pandemic resulting in more young people staying on at school post 16 and for adults a buoyant job market and rising costs has led to more adults in work or staying in work.</p> <p>The Board APPROVED the recommendation of the Group Finance Committee in relation to the Option 3 terms presented for the refinancing of our bank loan facilities.</p>	
C2	<p>Property Strategy Update Report</p> <p>The Corporation was asked to</p> <ul style="list-style-type: none"> • Consider and comment on the content of the report • Note the interim forecast of higher project costs for Future Greenwich <p>The Board were advised on the progress towards implementing the approved Estates Strategy and risk and finances on key projects to realise the strategy.</p>	JH

	<p>It was reported that the Plumstead project is progressing to enable the L&Q contract to become unconditional and obtain the full legal planning consent. Both these elements were anticipated in May 2022.</p> <p>The Board were advised that the cost of the main construction project had been reassessed and an additional £3,861,428.27 is forecast as required, mainly due to construction inflation and increased risk provision.</p> <p>It was reported that the College was awaiting the outcome from DfE on two large FE Capital Transformation bids for LSEC Bromley campus, which are advised to be provided in 'Spring 2022' and it was hoped that we may receive a response in March.</p> <p>Both projects together total around £50m, and if successful and will be significantly disruptive to our normal operations as they need to be executed during term times.</p> <p>It was reported that the Mayors Construction Academies projects are progressing well with two out to tender and work ongoing to trigger the grant release.</p> <p>The Board were advised that the College had now exited the Kidbrooke Campus building and lease with Royal Borough of Greenwich, following determination notices received.</p> <p>It was also reported that London Borough of Bromley had served notice to exit the 'heat agreement' with LSEC at Orpington Campus and will also exit our current boiler room lease.</p> <p>The Board was advised that value engineering had commenced to limit the expenditure, and this is an early warning of a number of high-risk areas.</p>	
	Question	
	<p>In response to questions around the bid, the Board were advised that market volatility would be challenging and until the outcome of the CTF bids were known it was difficult to provide further details. This included the extension of the GLA Grant.</p> <p>In response to questions around the boiler issues and heat management at Orpington Campus and potential litigation around maintenance of the boiler, the Board were advised that there were some legal routes to explore to receive some financial recovery.</p>	
C3	Risk Register Report	
	<p>The Board were advised that since the Corporation last considered the risk register, it has been subject to a review by the Group Audit Committee, risk owners and the Group Executive as appropriate.</p> <p>This has resulted in a number of changes to the risk owners, scores and content of some risks. The main amendments to the risk scores and the reasons behind those changes were discussed and summarised in the report.</p> <p>It was reported that of the 43 risks currently identified on the risk register, 8 are High, 27 as Medium and 8 as Low.</p> <p>The Board received a summary of the following key risks.</p> <p>Risk C2 relating to the financial failure of College / Inadequate financial health has increased as a result of pressures on pay inflation due to the economic climate. National Insurance increases and inflationary pressures on non-pay budgets at a time of falling income are putting pressure on the financial health of the College for 2022/23 and beyond. The risk score has increased by 6 to 24 and is now considered to be a High rather than Medium Risk.</p>	

	<p>Risk C7 relating to the failure to improve Maths and English across the College has some areas for improvement with attendance and participation remaining low, there is a need for better use of weekly monitoring of progress for at risk students and a mid-year review of the new delivery model will take place. This risk score remains unchanged and is still considered to be a High Risk.</p> <p>Risk C9 covering the failure to grow apprenticeships / changes in government funding has decreased as apprenticeship recruitment profiles are currently being over achieved against the original apprenticeship budget. This risk score has dropped by 9 to 12 and is now considered to be a Medium rather than High Risk.</p> <p>Risk C10 covering the major capital projects impacting on solvency or financial health of the college has a new gap in control with regards to the cost of the Plumstead Project being circa £4m higher which will need to be funded. Plans have started to model the impact of the cost increase and the team will look at options to fund this. The risk score remains unchanged and is still considered to be a High Risk.</p> <p>Risk C17 relating to poor Ofsted grade of Schools within the Multi Academy Trust has reduced slightly with the recent Ofsted inspections of Aspire and Endeavour Academies and the Schools retaining their current Ofsted grades, and our continued track record of success. Although there are other Schools within the Ofsted window, this risk score has reduced by 5 to 15, and this is now considered to be a Medium risk.</p> <p>Risk C27 relating to serious breaches of health and safety legislation or a major H&S incident, or accident has some new gaps in control as it was highlighted that there is insufficient first aid cover in non-vocational areas at the majority of our campuses. Whilst work still continues to recruit/train adequate first aid resource, the H&S for Managers training was rolled out successfully. This risk is reducing with the volume of work being carried out across the business, but at the time of preparing this paper the risk score remains unchanged and is still considered to be a High Risk.</p> <p>Risk C36 in relation to the failure to secure sufficient high-quality work experience placements for students has reduced slightly due to a restructure of the placement team into the wider engagement directorate. This will ensure a single employer engagement voice and new systems are in place supporting engagement, with a greater number of employers now taking on placements again. This risk score has decreased by 5 to 15 and is now considered to be a Medium rather than High Risk.</p> <p>Risk C42 relating to the Coronavirus or another pandemic and how this would impact on operations/delivery/achievement has reduced slightly due to life and restrictions returning to normal as we come to terms with living with Covid. This risk score has dropped significantly by 10 to 18 and is now considered to be a Medium rather than High Risk.</p> <p>The report was noted with no questions.</p>	
	<p>Board Assurance Framework (BAF)</p>	
	<p>The Board were asked to CONSIDER and COMMENT on the report which provides a summary of the Board Assurance Framework for LSEC.</p> <p>It was reported that BAF has been designed to demonstrate the overall assurance of each defined Assurance Area and the components that comprise these areas, as an indicator of the strength and health of the organisation and risks associated with these.</p> <p>The Board were reminded of the report presented in March 2021 which provided details of the new LSEC Board Assurance Framework (BAF).</p> <p>The purpose of the Board Assurance Framework was a recommendation of the Audit & Risk Committee, to reinforce strategic focus and provide improved management of risk. Highlighting both areas of strength and weakness or blind spots.</p> <p>The Board were advised that it was a tool they can use to hold themselves to account and to provide themselves with assurance that controls are in place and reputational risk is being managed effectively.</p> <p>The Board previously determined and approved that the BAF would comprise and focus on five key assurance areas.</p>	

	<ol style="list-style-type: none"> 1. Governance 2. Strategic Operations 3. Risk Management 4. Audit 5. Performance (Financial, Academic, Estates, IT and People) <p>The report presented demonstrated that each assurance area has a number of components that receive a level of examination, scrutiny and focus either internally or externally and at different times within the business cycle or reporting year.</p> <p>The 2021/22 BAF presented has been updated to report on assurance levels to include recent activity an annual reporting throughout 2020/21 and in the current year.</p> <p>The Board were advised that assurance levels were strong and good across assurance areas identified.</p>	
	The Board Noted the report.	
C4	2021/22 KPI Scorecard Update Report	AS
	<p>The Board was asked to note the progress and predictions against the KPI scorecard criteria and receive information on the actions and interventions being taken where either current or future predictions are at this stage indicating a risk of not meeting targets. It was reported as follows.</p> <p>Goal 1 – To have a measurable positive impact on lives and communities</p> <p>PR Coverage</p> <p>This academic year we have had 139 articles, £370,000 AVE and a reach of 12.1m. In the period covering 1 February to 3 March, it was reported that 28 articles have been published with an equivalent advertising value of £153,000 and a reach of 7.07m opportunities to see. It was reported that the high AVE and reach this month are a result of national coverage achieved in The Sun, featuring one of our apprentices to mark National Apprenticeship Week. In addition, thought leadership pieces from colleagues across the organisation were included in: The Times Higher (Sam), FE News (Neil Coates) and Sec-Ed/ HTU (Stephen Horn). The Board were advised that the GoodForMeGoodForFE campaign now has a regular double page monthly slot in FE Week - with content sourced and curated by us. This is giving the campaign and the college a prominent platform within the sector. Other news coverage includes the appointment of David Eastgate as the new LSEC Chair, and foodbank/Good For Me Good For FE stories from across the network.</p> <p>Website traffic and social media</p> <p>The Board were advised that since the start of the academic term 247.8k people have visited the College's website. 50.3% of those visiting the site had not previously done so and the majority of those visiting the site came via organic search. This figure represents a 1% increase on the figure reported in February 2022. Of the total traffic to the College website, 42.6% of visitors were male and 57.4% were female</p> <p>Improved website accessibility</p> <p>It was reported that in February, as part of our diversity and inclusion strategy, we rolled out Recite Me assistive technology across the college website. This means the website now provides an inclusive online experience, enabling visitors to access online content and services barrier-free. Website visitors are now able to access a wide range of accessibility and language support tools to customise their digital experience through Recite Me assistive technology.</p> <p>Social Media</p> <p>The Board were advised that the College continues to see a steady increase in page-likes as a direct result of the paid digital advertising we have been running. In November 2021, we recruited a new Social Media and Digital Content Officer. Work is now underway review and redevelop the College's social media strategy.</p>	

Recruitment Campaigns

T Levels

It was reported that on 22 February the first T level event was hosted aimed at external prospective students. Prior to the event we conducted a 4-week campaign to help raise awareness of T Levels locally amongst prospective students and their parents and carers and schools. The promotional mix comprised of Google AdWords, organic and paid for social media advertising plus direct marketing activity to schools. Overall, we achieved 1,894 pageviews on the T level campaign web landing page. 81 people registered to attend the event and a total of 19 people attended on the day, representing a conversion rate of 23%.

The campaign also resulted in a number of applications; five applications for T Level Digital, 24 Applications for T Level Business, 17 applications for T Level Health and 12 applications for T Level Construction.

Spring Open Events

The Board were advised that over the last four weeks we have been running a campaign to promote our February round of open events. The 'Make It Happen' campaign continues to wrap around our open event promotional campaign activity covering a range of channels, from digital advertising, google ad word campaigns and social media. Direct marketing to schools and a mix of outdoor advertising covering Bus rears, Bus 6 sheets and 48 sheets.

As at 3 March 401 people have registered to attend.

Higher Education Marketing

It was reported that this academic year, working with the HE team, we've continued to place a strong focus on raising awareness of our HE provision with second year Level 3 students and Access to HE students to help improve internal progression rates. We have diversified the range of marketing and communications tactics deployed to do so.

Ahead of the UCAS application deadline in January, an email campaign has been developed targeting second year level 3 students and Access to HE students. The emails were designed to raise highlight the benefits of studying HE with us - and signpost further information and application support.

Re-establishing the profile of BR6 Bakehouse and Restaurant promotions

It was reported that working with the BR6 team a range of promotional materials has been created to support the reopening help to raise its profile locally.

Activity has included refreshing the content on the BR6 website and running organic and paid for advertising campaign to promote the programme of rolling offers, including new menu launches, as the Restaurant re-establishes itself post pandemic.

Other upcoming campaigns are planned which will be shared at the next update.

Goal 2 - To maximise learners' success and ambitions through the learning strategy and approach that connects learning to the real world

It was reported that attendance remains the main operational focus and whilst there is no change in attendance for term 2, attendance remains low and under target for all ages and learner types.

These rates are very low for English and maths. There is a huge focus on attendance improvement, and additional funds are being invested to address this.

Retention rates are below the target, particularly for young learners. These rates will drop in-year as further withdrawals are made. The RAG rating has been changed from 'Green' to 'Red' since the last report.

Current forecast of achievement rates is 84.5% based on previous analysis of predictions. However, the recent analysis of predictions has highlighted concerns around the robustness of these predictions, particularly for English and maths. As a result of this, a further analysis was being conducted by working with teachers to provide a more accurate predicted rate. The largest areas of risk to the overall achievement rate is English and maths qualifications for young learners, particularly functional skills.

Board were advised that a recovery plan is in place to monitor progress and mitigate identified risks to achievement rates. The RAG rating has been changed from 'Amber' to 'Red' since the last report. Apprenticeship achievement is currently forecast to slightly exceed target and again there is a focused effort in obtaining early physical evidence wherever this is possible. The vast majority of apprentices are now on the standards frameworks which do not have a timely measure which is why this is not included on the scorecard. HE achievement rates are forecast to increase. Work experience is progressing, and learners are being placed, at this point the forecast is that the placement target will be met but this has been marked as amber as the future impact of any further restrictions arising from a new variant is unknown.

It was reported that the cycle for 2022-23 had been fully launched with open events taking place and all applicants being invited in for subject taster events to secure their offer. Feedback has been really positive, and applicants and parents have appreciated having in person experiences and access to curriculum IAG.

Applications are in line with 2021-2022 at this point in the academic year.

Board were advised that in terms of teaching and learning the policy has been changed away from graded lesson observations but at this point in the year there has already been a significant volume of learning walks (over 350) undertaken in the first part of term to test and gauge the learner experience. Whilst under the new policy these are not formally graded indications from this work shows that the majority of teaching is good or better and where there are pockets of poorer practice these tend to be linked to the proportion of agency teaching in some areas.

At the time of reporting none of the external student satisfaction survey have yet been completed and the windows for these are later in the academic year. The internal induction survey conducted early in the first term is used on the scorecard as the best indication of learner satisfaction at the moment. No further update since the last report as no further survey has been completed to date.

Goal 3 - To deliver high quality outcomes across all aspects of the Group's business

LSEC Cumulative starts vs target (Learners)

It was reported that the College is currently below its 16-18 recruitment target for the year following the main September enrolment period. Underperformance against our 16-18 target will not impact on our funding for the current year, but it will impact on 2022/23. Therefore, senior curriculum leaders have been working to enrol more learners onto shorter in-year programmes in order to reduce the shortfall to target and to protect future contract allocations.

Adult Education Budget Income

It was reported that recruitment of adults across both our Adult Education Budget (AEB) and the new L3 National Skills Fund represents areas of concern for our 2021/22 financial performance. Leaders and managers have been implementing various initiatives to address this shortfall, but it remains a concern.

Health & Safety Performance

The Board were advised that current internal assurance of Health and Safety at LSEC is rated as 'amber' and this currently remains a High risk on the College risk register. However, teams are working hard to reduce the risks faced by the business and significant progress has been made in areas such as site security, curriculum asset compliance and training of managers. We remain on an improving trajectory and anticipate that we will shortly be able to reassess our corporate risk as Medium. It was reported that organisational Health and Safety culture remains an aspect on which we need to improve in some parts of the business.

Goal 4 - To have the right people in the right jobs at the right time

	<p>It was reported that mandatory training completion rate remains high with a 94% completion rate. The HR team are following up with managers and staff to ensure 100% completion. A range of CPD activities at all levels in the organisation continue to be offered.</p> <p>It was reported that the LSEC Development Framework which outlines core, developmental and stretch opportunities for all job families had been launched and should act as a guide for development conversations and allow for greater consistency of opportunity.</p> <p>The Board were advised that the LSEC Core Leadership Programme is underway with over 60 managers taking part in developmental workshops as well as project work with a real impact. In addition, there are several other external training activities which several staff and other managers are involved in, including the Diverse Leadership Programme which is being run in collaboration with East Surrey and East Sussex Colleges.</p> <p>We are focused on developing a coaching culture and will be supporting 15 members of staff to undertake an ILM Level 5 Certificate in Effective Coaching to enable us to build our internal coaching capabilities.</p> <p>It was reported that the first CPD day of the year with a focus on teaching, learning and assessment is planned for the 1st of April with the CPD week planned for 4-8th July.</p> <p>Staff Turnover rates remain within the national benchmark figures, with an annual turnover rate of 17.3% (vs AOC 18.2%). Current year to date figure is 11%.</p> <p>An action plan remains in place following the results from Great Place to Work, addressing communication, management consistency, health and wellbeing and reward and recognition.</p> <p>It was reported that 73% of appraisals are in the process of being completed. The HR team continue to follow up with Leaders and Managers to ensure that these are all completed.</p> <p>Staff Sensitive data disclosure rates have increased by up to 4% following, communication, updates and changes on the employee self-service system.</p> <p>The Board were advised that five EDI projects running, and this consists of two student grants and 3 staff grants. A targeted approach has been taken with the HE students and other members of staff to maximise further take up</p>	
	<p>Questions</p>	
	<p>The Board questioned the ongoing recruitment challenges and impact on resources of running short term in year programmes.</p> <p>The Board noted the report and progress against targets.</p>	
C5	Safeguarding Update Report	BM
	<p>The Board was asked to note that safeguarding is effective with excellent practice in monitoring safeguarding concerns and responding appropriately.</p> <p>Key actions and activities since last reporting were reported as follows</p> <ul style="list-style-type: none"> • An interim Head of Safeguarding, Designated Safeguarding Lead, was now in place whilst permanent position is recruited. • Mental Health and Wellbeing remains the main reason for referral making up 59% of recorded concerns and interventions. • From the 1st September – 31st January there have been 15 recorded concerns related to peer-on-peer sexual harassment and sexual violence • There have been no new LADO referrals this academic year <p>The following key issues were reported as follows</p>	

	<ul style="list-style-type: none"> • All staff training to be delivered more frequently. • CPOMS to be used by more staff in the organisation to capture all low-level concerns and observations. • Consistency of delivery of preventative and safeguarding education across all curriculum areas. <p>The Board we advised of the following key actions</p> <ul style="list-style-type: none"> • Training has been scheduled for this academic year which will be repeated annually • CPOMS is now part of the College Induction, it will be featured in the all staff training this academic year. • SLT are reviewing the tutorial delivery and content for the next academic year <p>The Board NOTED the report.</p>	
C6	HR Update	
	<p>The Board received an HR update from the Group Chief People Officer.</p> <p>It was reported that the College recognises the importance of good HR practice in enabling it to deliver its strategic objectives and achieve its vision and mission, in particular relation, “to have the right people in the right jobs at the right time” and “to deliver high quality outcomes across all outcomes of our business”.</p> <p>The report presented set out some of HR analytics across aspects of the employee life cycle and its comparison with the FE sector as well as, some of the projects in progress in order to continue the trajectory of improvements which will support the College in delivering high quality outcomes for our learners.</p> <p>It was reported that an HR dashboard had been created and was appended for information and comment.</p> <p>The Board were advised that the HR business partnership model was now a firmly embedded in working practices, and members of the team are working with and through managers to improve all aspects of the employee lifecycle.</p> <p>It was reported that SLAs are in place to ensure that there is a focus of the delivery of a good customer service to all our internal stakeholders.</p> <p>It was also reported that projects were being implemented relating to continuous professional development, leadership and management development and the implementation of a competency framework, which aims to facilitate consistent leadership and management behaviours under LSEC STAR values.</p> <p>The Board were advised that forthcoming employment legislative requirements and actions required are also outlined together with the Gender Pay Gap report and comparison with the sector. Gender Pay Gap Reports were provided.</p> <p>The Board were advised that LSEC Staff Forums had been relaunched.</p>	
	Questions	
	<p>The Board expressed thanks for the first of the HR Updates and HR Dashboard.</p> <p>In response to questions relating to vacancies, it was reported that filling long term vacancies due to low pay rates was a challenge.</p>	

	<p>In response to questions around gender pay it was reported that women’s pay remains lower and that this was a sector wide issue that needed addressing with fair pay rates between FE and Schools. STEM areas remained the hardest to fill.</p> <p>The Board congratulated the team on the introduction of the Menopause at Work Policy.</p> <p>Mental Health remained a key area of concern and support.</p>	
C7	EDI Update	JCB
	<p>The Board received the EDI Summary Update</p> <p>It was reported that good progress was being made against our EDI objectives, with a comprehensive action plan, in place.</p> <p>It was reported that EDI training completion remains high at 96% and unconscious bias training at 95%. In addition to mandatory EDI training, includes training on Inclusive Recruitment, Deaf Awareness and Embedding EDI in the Curriculum.</p> <p>It was reported that a Diverse Leadership Programme, in collaboration with East Surrey and East Sussex Colleges had been implemented.</p> <p>The Board were advised that there had been a few promotions amongst our Black, minority and Ethnic Staff, and a number of other staff are engaging in continuous professional development activities.</p> <p>It was reported that students and staff continue to engage in EDI matters, utilising the EDI annual calendar. Since the beginning of the academic year, there have been activities implemented as part of black history month, raising awareness, and involving the learners and staff in thought provoking debates.</p> <p>The Board were advised that a number of events had been planned for this month’s LGBTQ+ history month. This includes tutorials, workshops, the invitation of speakers, and repository of resources, aimed at raising awareness of LGBTQ+ history. It was also reported that further activities for International women’s day, Autism Awareness Week and Mental Health Week had been planned.</p> <p>The Board were advised that all communication platforms are being used to inform staff, students, and external stakeholders of our progress, and we have also set up EDI sites on TEAMS, SharePoint, student portals, and also communicated our actions in staff briefings and in lunch and learn meetings.</p> <p>It was reported that the Student Engagement Team are currently running multiple projects which aim to target and support the groups of students identified in our Achievement and Aspiration Objectives. We are currently funding five grants under EDI. There are two student grants and 3 staff grants.</p> <p>The Board were advised that to date we have funded six grants in total (circa £70,000). We have also identified and contacted members of staff to run research projects into student achievement gaps and will meet with them in the coming weeks to discuss these plans and grant applications. In December the Senior Leadership Team had their induction event with BFELG, which was used to ascertain where we are currently as an organisation regarding race equality, and to identify key objectives and areas for improvement that we will focus on going forward.</p> <p>It was reported that following on from this induction, we have created an action plan to help us identify and implement actions so that we can achieve the objectives set and ensure that we are</p>	

	doing as much as possible as an organisation to promote anti-racism and to create real, lasting change. We also undertook an assessment LGBTQ+ inclusive workplaces through Stonewall, the initial feedback on this has been positive, and we hope to build on any practices, which will continue to facilitate an LGBTQ+ inclusive workplace	
	Questions	
	In response to questions the Board were advised that an ethnicity pay gap could be prepared.	
C8	Data Protection Annual Report	JP
	<p>The Board were asked to NOTE and CONSIDER whether the organisation has suitably discharged its duties in this statutory area of its operations in 2021 and approve that the actions are appropriate.</p> <p>It was reported that the Board were asked to receive the 2021 Annual Report which provides a summary of activities in relation to data protection throughout the period.</p> <p>The number of subject access and freedom of information requests has reduced from previous year, possibly due to the preoccupation of the pandemic.</p> <p>The Board are advised that continued monitoring and staff training alongside revised processes and procedures will support reducing risk in this area of compliance</p>	
	The Board noted the report.	
C9	Complaints Annual Report	JP
	<p>The Board were asked to NOTE and CONSIDER the Annual Complaints Report</p> <p>The Board received the 2021 Annual Complaints Report which provides a summary of formal complaints received during the period. It was reported that the number of formal complaints received for the year remains on par with previous year with 78 complaints, 12 of which were formal complaints.</p> <p>It was reported that one of the key developments in complaints reporting was the detailed analysis of the informal process. This could support better understanding areas for improvement in the student experience.</p> <p>The Board noted the summary of complaints for the period.</p>	
D	Information items	Appendices or Reading Room Items
D1	Staff Governor Update (Verbal)	BS
	Staff Governor reported that generally staff remained content and were continuing to return to full time on site working as the pandemic and risks of infections reduced.	

AOB:

Next meeting date: Wednesday 11 May 2022

PART 2: CONFIDENTIAL MEETING 8.00-8.15PM GOVERNORS ONLY

Attendees:

David Eastgate (DE) Chair
Louise Nadal (LN)
Dr Sam Parrett, CBE (SP)
Jane Hobson, OBE (JHo)
Christopher Briggs (CB)
Mark Trinick (MT)
Ayorinde John (OJ)
Allan Carey (AC)
Lucie Allen (LA)
Chinyama Okunuga (CO)
David Bailey (DB)
Lucy Butler (LB)
Joanne Bell (JB)
Barry Spencer (BS)

Vice Chair
Group Principal & CEO
Governor
Governor
Governor
Governor
Governor
Governor
Governor
Governor
Governor
Governor
Governor
Staff Governor

Clerk to the Board

Jennifer Pharo (JP) Group Executive Director Governance

Executive Officers in attendance

John Hunt (JHu)
Asfa Sohail (AS)

Group CFO & Deputy CEO Trust
College Principal & CLO

Officers in attendance for specific items

Beth Moore
Janet Curtis Broni

Group Head Safeguarding (Item C5)
Group Chief People Officer (Item C6)

Minutes APPROVED :



David Eastgate, Chair
11 May 2022