

**Minutes of a Meeting of the  
London South East Colleges Board  
held on Wednesday 21 October 2020 at 17.30-19.00  
Online Meeting via Zoom**

**Board Members**

Stephen Howlett, CBE DL (SH)	Chair
Charles Yates (CY)	Vice Chair
Dr Sam Parrett, OBE (SP)	Group Principal & CEO APOLOGIES
Max Bero (MB)	Governor
Jane Hobson, OBE (JHo)	Governor
Christopher Briggs (CB)	Governor
Mark Trinick (MT)	Governor
Louise Nadal (LN)	Governor
Olivia John (OJ)	Governor
David Eastgate (DE)	Governor
Allan Carey (AC)	Governor
Lucie Allen (LA)	Governor
Chinyama Okunuga (CO)	Governor (to be appointed at meeting)
Barry Spencer (BS)	Staff Governor
Keat Senior (KS)	Student Governor (to be appointed at meeting)

**Clerk to the Board**

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

John Hunt (JHu)	Group CFO & Deputy CEO Trust
David Lambert (DL)	Deputy CEO & Principal

**Officers in attendance for specific items**

Andy Simpson (AS)	Group Director Estates (Item 5)
Errol Ince and Tracey Davies (EI) (TD)	Vice Principals (Item 6 only)
Jo Southby (JSo)	(Item 8 and 11)
Janet Curtis Broni (JCB)	(Item 11)

**1. Welcome, introductions and apologies**

<b>Presenter: Jennifer Pharo</b>	<b>ACTION: TO APPROVE</b>
Recommendation:	
1.1 The Board were asked to welcome the new Governors to the Board: David Eastgate, Allan Carey, Lucie Allen and Olivia John.	
1.2 The Board were asked to <b>APPROVE</b> the appointment of Chinyama Okunuga as a Governor of the LSEC Board.	
1.3 The Board were asked to <b>APPROVE</b> the appointment of the Student Governor Keat Senior.	
Board Questions, Challenge & Action	
Apologies received from Dr Sam Parrett, OBE due to news that her father was at end of life. Board send their sympathies to Group Principal & CEO at this time.	

In contrast the Board congratulated SP-Group Principal & CEO on her award – TES FE Leader of the Year – a fantastic achievement.  
Apologies received from Andrew Cox, Staff Observer.

The Board welcome new Governors, Chinyama Okunuga and Keat Senior Student Governor and **APPROVED** their appointment to the Corporation.

The Board welcomed Governors, David Eastgate, Allan Carey, Lucie Allen and Olivia John to their first LSEC Board Meeting.

2. **Declarations of interest – No new declarations.**

3. **Minutes and Matters Arising**

<b>Presenter: Jennifer Pharo</b>	<b>ACTION: TO APPROVE</b>
Recommendation:	
3.1	The Board were asked to <b>APPROVE</b> the minutes of the LSEC Board Meeting on 15 July 2020 and <b>NOTE</b> the Chair's Summary.
3.2	The Board were asked to <b>NOTE</b> the Chair Actions dated 11 <sup>th</sup> August 2020 approving the LSEC bid of £198,214 to the GLA Covid-19 Emergency Response Fund to support the LSEC Covid Resilience Plan.
Questions Challenge and Action	
The Board <b>APPROVED</b> the minutes of the meeting held on 15 <sup>th</sup> July and <b>NOTED</b> the Chairs Action dated 11 August 2020.	

4. **Group Principal & CEO Report**

<b>Presenter: Dr Sam Parrett, OBE David Lambert (Item 4.2)</b>	<b>ACTION: TO NOTE</b>
Recommendation:	
The Board were asked to <b>REVIEW</b> and <b>COMMENT</b> on	
4.1	The report from the Group Principal & CEO which provides a summary of the 2020/21 year start, 2019/20 financial year end and huge range of activities across the breadth and depth of the Group Organisations.
4.2	The College Covid Contingency Plan referred within item 4.1 above.
4.1	<b>Group Principal &amp; CEO Update</b> The Board received the Group Principal & CEO report. The report provided an update on the strategic and operational matters for both Governors and Trustees of the other legal entities within the Group and formed the basis of a robust evidence and reporting statement during what had been an unprecedented time.  The report covered the following areas.
	<ul style="list-style-type: none"> <li>• South East Colleges Update – Recruitment headlines, current delivery plan and contingency delivery plan</li> <li>• London South East Academies Trust Update</li> <li>• Bramley Oak Academy</li> <li>• London Skills for Growth update</li> <li>• Capital Projects Strategy Update</li> <li>• Additional Covid bids and successes</li> <li>• BLM/Grants update</li> <li>• Appointment of key staff</li> </ul>

- Year-end headlines for Trust, College and London Skills for Growth prior to end of year audit
- Update on Covid-19 cases and process management College
- Priorities for Group Education Standards and Safeguarding
- Interim PR Update
- New Governor introduction
- Trust Growth Plan
- Tribunal Claim
- Stabbing incident
- National Leader of Further Education Update
- Times Educational Supplement FE Awards
- Bexley Music Hub Update
- FE Festive Foodbank – Christmas Countdown
- Prime Minister Announcement
- Landmark Lecture

#### Board Questions Challenge and Action

In response to questions, Group CFO-JH advised that all staff are working with a degree of anxiety, working differently and hard, but are getting on with the job at hand very well.

In response to questions Deputy CEO & Principal-DL advised that all teams and areas are receiving regular communications with their line managers and teams. There is regular and weekly contact through Lunch and Learn and standard meetings. For those staff working on site there are good social distance measures in place.

Governor-JH asked about Awarding Bodies' plans for managing further periods of lockdown for qualifications requiring completion of practical components. In response to questions Deputy CEO & Principal-DL advised that there had not been new instructions in relation to the examination dates.

Governor-CY queried if there had been a rise or worry in the safeguarding issues Deputy CEO & Principal-DL advised that general feeling is that learners are pleased to be back in college. Students had missed the social interactions and feel safe being back in college. Deputy CEO & Principal-DL had recently hosted "Meet the Principal" events across all sites and this had been a common theme and thread of the conversations.

Student Governor-KS advised that students' anxieties can stem from living with vulnerable family members. He confirmed that the college feels safe and social distancing measures in place are good.

In response to a question from Governor-OJ regarding the staff who had been unwell with Covid in the September, the Board were advised that all staff are back at work and well.

Chair-SH stated that the staff and management teams are doing a fantastic job. A huge credit to the work they are doing for all our students.

In response to questions regarding London Skills for Growth, Group CFO-JH advised that we are continuing to monitor the situation, with resolution planned.

Chair-SH advised that Employment Tribunal is ongoing with final consideration and deliberations scheduled for 3<sup>rd</sup> November 2020

#### 4.2 Contingency Plan

Deputy CEO & Principal-DL presented the Contingency Plan and advised that in line with the DfE Further Education autumn term guidance the College has in place contingency planning should there any tighter Government restrictions or the need to a switch to either full or partial remote teaching.

The Board were advised that our priority remains providing high quality education whilst also ensuring the health, safety and wellbeing of all our students, staff and visitors. Deputy CEO & Principal-DL offered assurance that the College is following Government and Public Health England guidance and have provided and set out our principles for reopening.

The plan remains to provide a combination of face to face and online teaching and learning. The exact mix will depend on the course being taken.

Deputy Principal & CEO-DL advised that the student induction the programme was designed to help all students settle in and navigate colleges systems and understand and access the support which is available, also providing advise in the event there be a need or requirement to close or restrict access to any site or campus during the period of your study.

Deputy Principal & CEO-DL advised that all best endeavours are being used to ensure that the learning experience is not impacted and that there is access to teaching, learning materials and support whether on site or via online or remote access. There will be a focus on ensuring that practical activities are prioritised to allow practical learning and assessment to continue. The internal and external Covid related situation is continually monitored, following the official advice from Public Health England, the Department of Education and other regulatory agencies.

#### Board Questions Challenge and Action

The Board **NOTED** the report.

#### 5. Property Strategy Update

**Presenter: John Hunt/Andy Simpson**

**ACTION: TO APPROVE**

##### Recommendations:

The Board were asked to: **CONSIDER** and **COMMENT** upon the report and to **APPROVE**:

- 5.1 The outline estate rationalisation plan.
- 5.2 The cessation of the LATC project at Biggin Hill.
- 5.3 Exploring the transfer of the LATC grant and scheme to the Bromley Campus as part of a wider campus masterplan to RIBA stage 2 at a total cost of £102k, which is unbudgeted expenditure 2020/21.
- 5.4 The recommendation to not provide an ongoing hospitality offer in Orpington following the disposal given the cost versus benefit.
- 5.5 The future expenditure for advancing Holly Hill options totalling £301k, with £150k of unbudgeted expenditure being committed in 2020/21.

Group CFO-JH advised that the paper reflects on the wider property strategy updates and changes in light of current projects; funding; potential disposal receipts and risks in the current and future economic climate.

It was recommended to the Board that the College ceases the LATC project at Biggin Hill given the long term impact of Covid-19 on the aerospace industry, and project funding challenges.

It was also proposed that Board agree to the College exploring with the GLA a transfer of the grant and relocate the project curriculum need to our main Bromley

campus, with a wider curriculum offer and aimed at Covid recovery. It is proposed to develop this change as part of a campus masterplan for Bromley.

The Board were advised that L&Q continue to delay exchange of contracts for our Plumstead site with national planning policy in September now contributing to the delays. The Board were advised that exchange contracts was now scheduled by mid-November, with the new building being completed and occupied early in 2025.

The Board were advised that plans for the disposal of the Orpington site have progressed well and potential indicative land values are now available. A pre-application meeting with planners is now awaited to explore the planning journey in risk ahead. Positive discussions and exploration of offers from Areli (the Town Centre Developer) are also in progress. It is proposed to commence activities at Holly Hill in 20/21, towards a part or full site disposal, whilst exploring two further potential alternate sites in the Bexley Borough for a new campus.

The Board were provided with a summary of the FE Capital Condition Allocation expenditure totalling £1.589m.

#### Board Challenge, Questions and Actions

In response to questions from the Board, Group Director Estates-AS advised the exchange with L&Q was very close. Governor-DE queried if any risk with L&A CEO retiring. Board were advised that no addition risk and L&Q still confident with proceeding.

In response to questions relating to the Capital Condition Allocation, Group CFO-JH advised that these funds had to be spent in year.

Group Principal & CEO-SP advised that in relation to the discussion on LATC, Chair of Biggin Hill supportive with new proposed direction. Developing provision and site to support green technologies, economy and employment for the future and important and critical factor. With restrictions on the use of the Biggin Hill site, option to shift to Bromley a better strategic fit.

In response to questions from the Board re GLA Grant, Group CFO-JH advised initial discussion underway way in forming a good case to keep the grant we have spent to date. Decisions on how the grant will be treated will impact on the accounts although some provision had already been made in 2019/20.

Governors DE and JH commented that it made sense given the exceptional circumstances and impact on the aviation industry.

In response to questions, Deputy CEO & Principal-DL advised that three year curriculum planning would be considering the shift from aviation to green technologies.

In response to Governor-SY regarding SALEX grants. Group CFO-JH advised that Group Director Estates-AS is reviewing this.

Governor-JH questioned the impact on the local community with complete closure of the Orpington campus and how this would be managed. In response to this and other questions raised by the Board in relation to Orpington, the Board were advised that there are currently 100 students on roll. Full discussion with students on a move to Bromley would be initiated at the right time and with robust communication plan and impact assessment.

In response to questions raised by the Board, Group Director Estates-AS advised still some risk around educational use to be resolved. Group Principal & CEO-SP advised work was ongoing in this matter.

In relation to the discussions on Holly Hill, the Board approved the proposal presented to incur £150k to move the plans for this site forward

The Board **NOTED** and **APPROVED** all the recommendations presented in relation to all estate matters.

6. 2020/21 Recruitment Update

<p><b>Presenters:</b>  <b>Item 6.1: David Lambert</b>  <b>Item 6.2: Errol Ince and Tracey Davies</b></p>	<p><b>ACTION: TO NOTE</b></p>
<p>Recommendations: The Board were asked to <b>CONSIDER</b> and <b>NOTE</b> the reports on</p> <p>6.1 Enrolment and recruitment update and analysis.</p> <p>6.2 Deep Dive: Student Experience: Enrolment &amp; Induction and presentation on a deep dive into the student experience of enrolment and induction.</p>	
<p>The Board were advised that online enrolment had worked well with the majority of learners able to enrol online, and numbers accessing campus through bookable appointments low. Minor issues have been resolved and there is a good knowledge base for taking this forward for future years.</p> <p>Deputy CEO &amp; Principal-DL reported that the curriculum plan has been flexed where demand has been high. With applications, enrolments and group sizes closely monitored by the curriculum management team to ensure viable recruitment and the safety of learners.</p> <p>Deputy CEO &amp; Principal-DL advised that "no-shows" and "early drop-outs" continue to be processed in a timely way to give accurate data and curriculum managers have been running regular review meetings to feed into this process and make decisions. The details of volumes and percentages of "no-shows" and "early drop-outs" by funding stream can be seen in this report but at the time of writing volumes are broadly comparable with previous years.</p> <p>The Board were advised that 16-18 enrolments are currently above funded targets, with a level of confidence that even factoring in additional withdrawals there is sufficient headroom above the funded target.</p> <p>The Board were advised that Adult AEB enrolment has been stretched out over a longer time period and enrolment still continues, but numbers against target at this point remain down.</p> <p>It was also reported that HE enrolment is down against target, late enrolment continues but at the time of writing numbers are down by circa 150 against target and Apprenticeship recruitment is progressing to profile, but with some indications of uncertainty with employers and their commitment in the current economic circumstances.</p> <p>Additional information and the potential impact on finances will be seen as the funding forecast meetings turn enrolment numbers presented into monetary data.</p> <p>The following key issues were highlighted</p> <ul style="list-style-type: none"> <li>• Strong 16-18 enrolment</li> <li>• Adult enrolment slow</li> <li>• Down against HE targets</li> <li>• Apprenticeship on profile</li> </ul>	
<p><b>Board Questions Challenge and Action</b></p>	
<p>In response to questions from Governor-OJ, Deputy CEO &amp; Principal-DL advised that there is sufficient head room to accommodate 220 additional young people as adult recruitment remains lower than planned.</p>	

In response to questions from the Board, Deputy CEO & Principal-DL advised that VP Business Development was leading on some interesting projects in relation to new government initiatives around NEET and Adult upskilling market with announcements from the Government in changes to funding entitlement for Level 3 Adults effective from April 2021.

Board advised that they appreciated the difficult climate in relation to the impact the pandemic has had on the apprenticeship market.

The Board **NOTED** the report.

## 6.2 Presentation: Deep Dive: Enrolment and Induction

The Board received a presentation on a deep dive into enrolment and induction and the student experience, delivered by Vice Principals Erol Ince and Tracey Davies.

### Board Questions Challenge and Action

The Board congratulated the Vice Principals on their thorough presentation on enrolment and induction and appreciated how much work and additional effort had been completed to ensure that the switch to online enrolment had been a good experience of the students.

The Board acknowledged that young people had appeared to engage better in the online enrolment process than adults, where some adults had difficulties in the use of technology and language barriers.

The Board received the report on induction which suggested that the new online induction programme had been engaged and welcomed by students.

The Board **NOTED** the presentation.

## 7. LSEC KPI Scorecard

Presenter: David Lambert

**ACTION: TO NOTE**

Recommendations:

The Board were asked to **CONSIDER** and **NOTE** performance update for 2019/20 against targets.

The Board were advised that the Covid19 pandemic and the switch to remote teaching from March last year has impacted on many of the measures contained within the KPI scorecard.

In some cases, activity stopped in which case the latest forecast has been rolled forward into the year end position, with any appropriate updates. Or activity has been very different and differently measured in which case the best possible data measures have been used in calculating the year end position.

It was reported that making comparison with the original full year targets difficult and in some cases noncomparable. However, the best available data has been used to give an indication of performance and the year end position updated where activity continued through lockdown.

The key action remaining was to finalise last data submission and review final achievement rates for 2019/20

#### Questions, Challenge and Action

In response to questions raised by Governor-JH, Deputy CEO & Principal-DL advised that disaggregated data on EDIMS would be provided at the next Board and included within the SAR and QUIP.

The Board **NOTED** the performance to date.

### 8. NSS Results and Project Update

**Presenter: Jo Southby**

**ACTION: TO NOTE**

**Recommendations:** The Board were asked to **NOTE** the result of the National Student Survey and the project update and action plan to improve the Student Experience.

The Board were advised that overall National Student Survey (NSS) results saw a decline last year, including Q27 the question on overall satisfaction.

It was reported that whilst this is an important component of understanding learner voice and satisfaction within the HE provision it should be remembered that the HE students eligible to complete the NSS survey was a relatively small sample of 82 students of 576, representing just 14% of the overall HE student cohort and a much smaller cohort of college students.

The Board were advised that due to the way in which the sample sizes are calculated and reported where publishable data would be under 10 responses, aggregated data from previous years can also be used and this has resulted in the inclusion of a volume of historic student satisfaction rates from legacy programmes where issues have been previously reported.

#### Board Questions, Challenge and Action

Following questions from the Board, it was advised that the HE provision was under quality surveillance with a view to improve teaching and learning.

The Board were advised that Associate Deans have detailed improved action plans to implement.

The Board were advised that new Head of HE had been appointed to take oversight of these actions and drive improvements.

Governor-LN appreciated the activities that had been identified to improve provision and understood the difficulties in creating a HE student voice and community within an FE environment. Value for money is always going to be difficult and NSS is a relatively blunt instrument.

The Board **NOTED** the report.

### 9. LSFSG: Update on Transfer

**Presenter: John Hunt**

**ACTION: TO APPROVE**

**Recommendations:**

The Corporation were asked to **CONSIDER** and **COMMENT** on the report and appendices, in relation to the Transfer of LSFSG into LSEC.



- a) Provide final **APPROVAL** for the merger of the LSfG business into the College with the closure of the LSfG legal entity.
- b) **APPROVE** such transfer to take place with effect from 31 December 2020, or as soon as practicable thereafter.
- c) **APPROVE** the draft transfer agreement for signature and delegate signing to the Group CEO, or another member of the Corporation

The Board were reminded that at its meeting in May 2020, the Corporation noted the continued challenges to the operating position of its subsidiary London Skills for Growth, and that both margins and solvency had been adversely impacted by the Coronavirus pandemic. Both the Corporation and LSfG Board had resolved in May 2020 to transfer the operations of the charity and remaining assets to the College and close the charity/legal entity. Such transfer which is effectively a merger, to be wrapped up into a transfer agreement.

Group CFO-JH advised that the transfer was subject to the approvals by the ESFA, College bankers and confirmation from the ESFA that the residual contracts would transfer. Due to excessive delays in obtaining the required approvals, the target date for the transfer of 31 October 2020 is no longer achievable, and 31 December 2020 will now be targeted.

The Board were advised that although a considerable amount of time has passed, save for final ESFA confirmation, we have now secured all the information and permissions required for the transfer.

The Corporation were asked to provide final approval to accept the transfer of the LSfG business to merge this with the College.

Legal advice has been taken from Stone King regarding the transfer agreement and they have prepared a draft agreement for signature by both parties. The transfer agreement is straightforward and covers items which include the assets, liabilities, staff, indemnities, and use of assets in furtherance of the LSfG charitable aims, etc. The draft was provided for consideration by the Corporation.

#### Questions Challenge and Action

The Board were reminded that this was still a confidential matter as LSFG managers and staff were not aware.

Group CFO-JH advised still clarity required on the lagged reconciliation to be resolved.

The Board were advised that that LSFG board had approved the transfer at the LSFG Board Meeting on 21 October.

In response to questions Group CFO-JH advised that there was minimal impact on the College business with most process and procedures already consolidated.

In response to Governor-DE (also Chair of LSFG), Group CFO-JH advised that LSFG would cease trading with effect from 31 December 2020 but remain a dormant company.

The Board **APPROVED** the merger, the Transfer Agreement and Board Resolution as presented.

10. Regulatory Matters & Policy

<b>Presenters: Jo Southby/Janet Curtis Broni</b>	<b>ACTION: TO APPROVE</b>
<p>Recommendations: The Board were asked to <b>APPROVE</b> and <b>NOTE</b> the updates from the following areas</p> <p>11.1 The Board is asked to <b>APPROVE</b> the Safeguarding Policy updated to reflect changes to KCSIE 2020 including Governors' duties and responsibilities grid. (Jo Southby)</p> <p>11.2 The Board is asked to <b>NOTE</b> the progress and update on EDI SG and EDI Grants Programme (Janet Curtis Broni)</p>	
Board Challenges & Questions	
The Board <b>APPROVED</b> the Safeguarding Policy as presented.	
<p>The Board were provided with an update on the <b>EDI Grant Programme</b>, which included the progress of</p> <ul style="list-style-type: none"> <li>• EDI grants for staff and students</li> <li>• Update on our EDI objectives</li> <li>• Update on staff training on EDI</li> <li>• Update on staff involvement in EDI matters</li> </ul> <p>Key issues:</p> <p>The Board were advised that the following actions are ongoing</p> <ul style="list-style-type: none"> <li>• To finalise the progress on EDI objectives to 2021 and update and publish our EDI annual report</li> <li>• To formulate and develop objectives for 2021 to 2024</li> <li>• To launch the EDI grants programme to the student body</li> <li>• To continue to engage staff in EDI matters</li> <li>• To continue training staff in EDI matters</li> <li>• To continue to communicate our actions through the website, intranet and social media platforms.</li> </ul>	
Questions, Challenge and Action	
<p>The Board noted the appointment of a new EDI Officer in HR to support the progress of this matters.</p> <p>In response to questions from Governor-CY, Group Chief People Officer-JCB advised that objectives would cover all characteristics of EDI, the grant programme would prioritise projects that addressed race inequality specifically which was a response to Covid and recent BLM protests.</p> <p>In response to questions regarding risk assessments for BAME staff, Group Chief People Officer-JCB advised that the Group had adopted a proforma used in the NHS to evaluate those staff where Covid risks may be deemed higher.</p> <p><b>ACTION:</b> Chair-SH advised that EDI an important aspect of Governance and requested that the March Board include a Deep Dive on EDI to launch the new policy and objectives.</p> <p>The Board <b>NOTED</b> the progress on EDI matters.</p>	

11. 2020/21 Subcontracting Delivery Plan and Controls

Presenter: David Lambert	ACTION: TO APPROVE												
<p>Recommendations: The Board is asked to <b>APPROVE</b> the Subcontracting Delivery Plan for 2020/21 and the Subcontracting Controls Policy, a requirement of our 2020/21 ESFA Funding Agreement.</p>													
<p>The Board received the subcontracting controls report and were advised that this provides assurance that provision subcontracted is in line with the college's strategic objectives, is robustly monitored for quality and meets the conditions of funding and audit.</p>													
<p>The subcontracting controls policy covers the following key elements</p> <ul style="list-style-type: none"> <li>• Procurement: The process and documentation used to procure subcontracting partners</li> <li>• Due diligence: The process to ensure partners meet all the requirements from a compliance, quality and funding perspective.</li> <li>• Contracting: The legal processes for contracting with partners</li> <li>• Batch headed process - The data processing arrangements with partners to ensure timely processing of data in line with GDPR regulations</li> <li>• Payment controls: The systems to support accurate payments to partners</li> <li>• Performance review meetings: half termly meetings reviewing all aspects of the subcontracted provision</li> <li>• Quality and Compliance visits: schedule of visits to supports the performance review meetings</li> <li>• Learner existence surveys</li> </ul>													
<p>The Board were advised that subcontracted provision management oversight is completed by a Steering Group - Chaired by Deputy CEO &amp; Principal-DL.</p>													
<p>The Board were advised that the value of the subcontracting provision for 2020/21 totals circa £2.5m across ESFA 16-19 and AEB funding lines.</p>													
<p>The Board were advised that in line with subcontracting rules the management fee in the contract is itemised detailing the services and associated to the costs.</p>													
<table border="1"> <thead> <tr> <th>Service</th> <th>Rate</th> </tr> </thead> <tbody> <tr> <td>Contract Management</td> <td>20%</td> </tr> <tr> <td>Process administration</td> <td>35%</td> </tr> <tr> <td>Quality monitoring</td> <td>25%</td> </tr> <tr> <td>Compliance</td> <td>20%</td> </tr> <tr> <td><b>Total</b></td> <td><b>100%</b></td> </tr> </tbody> </table>		Service	Rate	Contract Management	20%	Process administration	35%	Quality monitoring	25%	Compliance	20%	<b>Total</b>	<b>100%</b>
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<p>It was reported that as set out in the ESFA funding agreements and funding rules there is a requirement for providers to obtain an annual report from an external auditor that provides assurance on the arrangements to manage and control the delivery subcontractors. A certificate must be sent to the ESFA each year, to confirm that this process has been completed by an external auditor.</p>													
<p>The assurance certificate for 2019/20 has been approved by Buzzacott the College External Auditors and was presented to the Board for review.</p>													
<p>Board Questions, Challenge and Action</p>													
<p>The Board <b>APPROVED</b> the Subcontracting Plan as presented.</p>													

## 12. HR Policies

<b>Presenter: Janet Curtis Broni</b>	<b>ACTION: TO APPROVE</b>
<p>Recommendations: The Board were asked to <b>CONSIDER</b> and <b>NOTE</b> changes to the LSEC Staff Annual Leave Policy and <b>APPROVE</b> the Whistleblowing Policy.</p>	
<p><b>Annual Leave Policy</b></p>	
<p>Group Chief People Officer-JCB advised the Board that the annual leave policy was last reviewed and revised in 2019/20 to include an option of buying and selling annual leave. It was also revised the policy to increase the number of days staff could carry over into the next academic year from 5 to 10 days.</p>	
<p>Group Chief People Officer-JCB advised that as part of managing employee health and well-being, and to enable staff to take a break from remote working, in 2019/20 we directed staff to take leave during the Easter break and the May half term. Exceptions were approved in line with the business needs. In addition, staff on furlough were also directed to take their leave as appropriate.</p>	
<p>Group Chief People Officer-JCB reported that currently there are 15,600 outstanding annual leave hours (2,108 days), carried forward into this academic year. In the context of the health and wellbeing for the staff, and in order to continuously ensure that we improve the management of annual leave, the proposal is to direct or mandate more annual leave days for staff to take during the holiday periods.</p>	
<p>It is anticipated that this will facilitate the usage of annual leave, to ensure that staff do take a break from either remote working or working on site, and to manage their health and mental wellbeing. 2 As far as possible, the proposal will be to mandate annual leave during the holiday periods – i.e.: half terms breaks, Christmas holiday and Easter periods, this will be in addition to the efficiency days which are normally taken over the Christmas period.</p>	
<p>Group Chief People Officer-JCB advised that the proposal is directing staff to take up to 23 days annual leave, which will be pre -booked centrally on the HR system. Annual leave entitlement for staff will not change. The mandated annual leave days identified, fall within the holiday periods, where most staff would normally take their leave. A large proportion of our staff are on "term time only" contracts, which means that their leave is automatically taken during the holiday periods, they will not be in scope of these proposals. Some other members of staff will also be exempt from these proposals, in line with the exigencies of business - e.g. estates and other business critical support and curriculum staff.</p>	
<p>Group Chief People Officer-JCB reported that subject to approval, this proposal will be discussed and consulted with the recognised trade unions, and appropriate communication will be sent to staff. The proposal is to pilot some of the options within this academic year, with a proposed formal implementation date of next academic year i.e. September 2021/2022.</p>	
<p><b>Board Questions Challenge and Action</b></p>	
<p>In response to questions and discussion by the Board, Group Chief People Officer-JCB was requested to provide evidence and analysis on the staff to be impacted by such change as it did appear as presented that the new policy would impact more on the lowest paid staff with the lowest levels of annual leave.</p>	
<p><b>ACTION:</b> Chair-SH advised that it would be good to have further information on what other providers do in the sector and to provide benchmarks for the Board prior to making any decision on changes to the policy.</p>	

Group Chief People Officer-JCB suggested that the policy could be piloted in one area.

**Whistleblowing (Public Interest Disclosure) Policy**

The Board are asked to **APPROVE** the Whistleblowing (Public Interest Disclosure) Policy which has been amended to reflect our vision, mission values and strategic goals over the next four years. This policy is a statutory policy for LSEC and will be displayed and made available on both externally and internally.

**Questions Challenge and Action**

The Board **APPROVED** the policy.

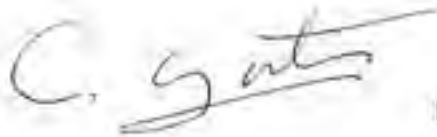
**13. Any other business**

In response to a question from Governor-JH, Deputy Principal & CEO-DL advised that Free period poverty products are available for all students at all campuses.

Student Governor-KS advised that the Student Union will be prioritising EDI as theme (i) 2020/21.

**14. Date of next meeting: 9 December 2020**

Signed:



Date:

17/12/2020

Charles Yates - Vice Chair

