

**Minutes of LSEC Corporation Meeting
held on Monday 8 December 2025 from 5.30-7.30pm
in person at Orpington Campus, Ozone Building**

David Eastgate (DE)	Chair
Louise Nadal (LN)	Vice Chair
Mark Burnett (MB)	Vice Chair
Dr Sam Parrett, CBE (SP)	Group CEO
Mark Trinick (MT)	Governor
Angela Hands (AH)	Governor
Vince Fihosy (VF)	Governor
Sarah Lewis (SL)	Governor
Darren Kirwin (DK)	Governor
George Ryan (GR)	Governor
Philip LeFeuvre (PL)	Governor (Sabbatical)
Julie Asher Smith (JAS)	Governor
Paul Thorogood (PG)	Governor
Elizabeth Funge (EF)	Governor
Shirley Coen (SC)	Governor
Clifford Galea (CG)	Staff Governors
Adelope Sadiq (ASQ)	Student Governor

Governance Professional & Clerk to the Board

Jennifer Pharo (JP)	Group Chief of Staff and Group Chief Governance Officer
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Executive Officers in attendance

John Hunt (JHu)	Group Deputy CEO & Group CFO
Asfa Sohail (AS)	LSEC Deputy CEO & Principal

Officers in Attendance

Janet Curtis Broni	Group Chief People Officer (Items 2.4 and 3.5) to be presented
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Board Papers Published on Board Intelligence on 1 December 2025

THE NOLAN COMMITTEE

THE SEVEN PRINCIPLES OF PUBLIC LIFE

SELFLESSNESS

Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

INTEGRITY

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.

OBJECTIVITY

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

ACCOUNTABILITY

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

OPENNESS

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

HONESTY

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

LEADERSHIP

Holders of public office should promote and support these principles by leadership and example.

MNUTES

Welcome, apologies and declarations of interest

Chair DE

Apologies received from Mark Trinick, Mark Burnett, Vince Fihosy
 Attending online Louise Nadal, Paul Thorogood, Elizabeth Funge, John Hunt and Ade Sadiq
 No new declarations reported.

Minutes of previous meeting held on 15 October 2025

For Approval ALL

Minutes of previous meeting were APPROVED

PART 1: ABOVE THE LINE AGENDA ITEMS:

Items **Above the Line** comprise five or six key strategic/operational matters for discussion (10-30 mins per item.)

It was noted that items **A2.4 and A3.5** would be discussed after Group CEO Update.

Governors visits feedback was taken as first item.

Governor SL reported on recent visit to STEM Bromley. It was reported that the warmth and equality of the relationship between tutors and students was evident and present. Very positive visit and it was reported that there appeared to be good pace in keeping curriculum relevant. It was reported that co-location of English and maths delivery was had improved participation and collective approach to escalation and de-escalation.

Chair- DE reported on visit to Holly Hill where behaviour was good. Co-location of English and maths demonstrated that action can be taken in real time to move students onto lessons.

Governor-DK reported on visit to English and maths at Bromley. Staff very welcoming and generally good behaviour seen although did witness some low-level disruption with phones.

Governor-EF reported on visit and observe Study Programmes at Bromley, where there were consistent observations to the first link visit. It was reported that there was a positive and very clear ambition for learners and lots of work underway to bring teaching and learning on all aspects of a study programme into one space. Still reporting legacy of tutorials and the move to bring these into curriculum. Query on real term alerts being sent to parents and system to support this.

A1	Group CEO Update and Appendices
	<p>Group CEO presented comprehensive update on strategic and operational matters.</p> <p>It was reported that the Government’s Curriculum and Assessment Review (CAR) would have significant implications on the College with the introduction of V levels and</p>

implications for level and stepping stone qualifications for English and maths. It was reported that an assessment of unintended consequences of these reforms on the design and development of our curriculum and the timing and implementation of these was still unknown.

It was reported that the Good for Me Good for FE campaign, founded by LSEC in 2021, continued to grow in scale and impact, with colleges nationwide generating substantial social value through volunteering, fundraising, and wider community engagement. In its third year, the campaign has become firmly embedded across the sector, demonstrating the vital role FE plays as an anchor institution in local communities. The Board were advised that participation from staff and students remains exceptionally strong, supported by our national partners NCFE, FE Associates and The Skills Network.

It was reported that at the AoC Annual Conference in Birmingham Group CEO had joined David Hughes in announcing the 24 finalists for the 2025 Good for Me Good for FE Awards, chosen from an extremely high standard of entries by an expert judging panel from across FE and the wider education sector. It was reported that for the third-year running, the Rt Hon Baroness Nicky Morgan is serving as Patron of the awards. In this role, she has selected the overall winner and continues to be an influential advocate for the campaign, offering exceptional support in championing the sector's civic contribution.

The Board were also advised that the new Good for Me Good for FE Changemaker digital qualifications had also been unveiled at the Conference which will enable colleges to formally recognise students' volunteering and the employability skills gained through their social action, organised by levels 1-3 awards certificates and diplomas. The first units of these programmes have been developed by LSEC and delivered via The Skills Network platform. Together, these developments further strengthen the campaign's reach and reinforce the sector's commitment to social value, community engagement and national impact. This will also provide strong national reputational benefits for LSEC as leaders in the volunteering and social impact space. It was reported that the long-term strategy is to demonstrate a commercial workstream and put into the Foundation.

It was reported that a significant amount of work had been completing on securing trademarks for all group organisations and to protect and register our logos and domain names. Elevare the new group name had landed well in the sector and welcomed as the next evolution of our group entities and focus on our civic and anchor institution accountabilities.

It was reported that there had been some challenges on the names from London South Exchange, London School of Economics and OCN South East which were all being worked through and resolved.

	<p>It was reported that the Foundation would be renamed Elevare Education Foundation subject to the Chairty's members approving.</p> <p>It was reported that the Awesome Leadership Conference would support the development of the systems leaders across the College and Trust. This was an inflection point on College progress and reputation, ten years on from Greenwich Community College joining Bromley and the formation of LSEC in 2016.</p> <p>It was reported that the Orpington Car Park was to be legally signed over to the College with lease surrendered with Bromley LA in January 2026.</p>
	<p>Questions and Comments</p>
	<p>In response to questions, it was reported that flexible pathways to level 2 qualifications as reported in the CAR were still be defined.</p> <p>In response to questions on Orpington Campus Car Park, it was RESOLVED to delegate power to Group CFO-JH to confirm final terms.</p> <p>In response to questions regarding the report on recent employment and right to work immigration issues it was reported that legal advice on immigration matters would now been put in place through a retainer to support HR team. This is a complex and ever changing legal and regulatory area with a lot of onus on employers to complete checking. It was reported that the HR team have been trained on the legal requirement and around timebound visas, rights to work and sponsored arrangements.</p> <p>The Board extended appreciation to the Group CEO for the detailed and comprehensive update.</p> <p>The Board NOTED the update.</p>
<p>A1.1</p>	<p>Group Strategy & PMO Update</p>
	<p>The Board received a summary update of the Group PMO projects. Since last reporting a governance framework has been established for coordinating and monitoring the five strategic projects over the lifecycle of the Group Strategy, facilitating change management, and enabling leaders to develop and implement strategies that drive better business outcomes and support a culture of organisational excellence and strategic planning.</p> <p>It was reported that the first facilitated PMO Project Meetings took place in November, to review progress and risks for each project within the PMO project portfolio</p> <p>It was reported that changes to Project Leads for Project Mayflower and Project Aspen have also been implemented to support the establishment of the Group Executive as</p>

	<p>the PMO Governance Committee. A Term 1 progress update was provided to the Board on the each of the five projects.</p>
	<p>Questions and Comments</p>
	<p>There were no further questions.</p> <p>The Board NOTED the update.</p>
A2.	<p>DCEO & Executive Principal Operational Update including safeguarding and HE.</p> <p>The Board received the DCEO report which was taken as read.</p> <p>Key points to note included the progress on the Post-Inspection Action Plan (Journey to Outstanding) which is the three-year improvement plan focussing on strengthening Level 1 curriculum planning using learners’ starting points, improving apprenticeship timeliness and outcomes, raising attendance—especially English, maths and tutorials, and ensuring consistently high behaviour across sites.</p> <p>It was reported that 38/58 actions were progressing well; only two red actions remain. The Board were advised that support included external assurance, peer college visits, leadership development, former HMI joint observations, behaviour management training, curriculum manager coaching, and FE Commissioner input.</p> <p>The Board were advised learners are making good progress, with achievement forecast to rise by 0.5% to meet the 85% target (vs 84.5% in 2024/25). However, Attendance remains a key concern: overall 78.4% (down 2.6% vs Nov 2024), with young people 76.9% and adults 82.6% and behaviour is reported as calmer than 2024/25.</p> <p>It was reported that there were some improvements in English and maths with management oversight judged strong, but attendance, punctuality, and TLA—particularly for maths—remain priorities.</p> <p>It was reported that Learning walks show a strong start with high standards in ESOL, SEND, Art, Media, Hair & Beauty, more mixed practice in Business, Health & Social Care, English & Maths and tutorials. The Board were advised that development needs include better personalisation/challenge (esp. maths/business), improved classroom management in a minority of lessons, stronger formative assessment, and improved punctuality/attendance. IQRs were scheduled in priority areas and targeted coaching continues.</p> <p>It was reported that weekly TLA hour has been embedded (aligned to SPARK) with whole-college CPD featured Geoff Petty, HOW2 platform used for development and action planning, and curriculum managers trained on the revised Education Inspection Framework.</p>

The Board were advised that AI training continues and an internal TLA podcast had been launched to share practice.

It was reported progress continues to be made against the Quality Improvement Plan (QIP) 2025/26 six priorities: raise TLA quality, improve English & maths, increase apprenticeship achievement (62% target), improve attendance (especially English/maths/tutorials), develop middle managers, and embed skills across the curriculum. Inclusion remains a cross-cutting focus; attendance and embedding skills remain carry-over actions.

It was reported that Apprenticeships current achievement is 28.4% with a 62% forecast (including risk). Issues include 116 learners completed training but not achieved (24 high risk due to delays), first-time pass 76.3% vs national 89.2%, and high grades 26.3% vs awarding body average 30%. Starts in 2025/26 are strong (88, 20% ahead of profile).

It was reported that HE Achievement had improved from 86.1% (2023/24) to 91.25% (2024/25); The Board were reminded that HE provision is undergoing a full review due to relatively low numbers, including discussions with other HEIs/awarding bodies on Level 4/5 and progression.

It was reported that Curriculum strategy & Accountability Agreement Statement (AAS) has been developed to be employer-responsive and social-enterprise oriented, aligned to reforms and labour market intelligence. Five AAS curriculum goals have been approved (positive destinations, employer partnerships, growth in priority areas incl. digital/green skills, inclusivity, transferable skills).

The Board were advised that term 1 review shows two actions achieved (Green) and four partially achieved (Amber), with some concerns flagged (Red) and completion expected by year end.

The Board were advised that business planning for 2026/27 was underway LMI and data to complete a comparative analysis across provision types/campuses.

It was reported that enrolment of young people in current year remained above target. Shortfalls were reported in HE and adults, whilst apprenticeships and Advanced Learning Loans are above profile.

It was reported that student experience and engagement remained strong across campuses with improved social spaces (Social Hubs at Holly Hill and Bromley, outdoor gym), the Student Union established, Student Voice work with Unloc, and events/trips supporting inclusion and wellbeing in progress.

It was reported that safeguarding mandatory training was completed for all on-site staff. There had been no LADO referrals this year; SCR monitoring continues with

	<p>regular audits (including a successful external audit). The Board were advised that referrals are broadly similar to previous year with a slight increase early in the term; one open Prevent case noted.</p> <p>It was reported that behaviour improvements at Bromley have been attributed to Ready to Learn consistency, turnstile changes, and behaviour mentor support; some community antisocial behaviour concerns were being addressed with partners.</p>
	<p>Questions and Comments</p>
	<p>In response to question on English and maths it was reported that this still remains an area of challenge and risk. Zoning plans for next year may help to support better consistency and engagement.</p> <p>It was reported that maths remained a bigger issue with more unqualified teachers. It was reported that participation and attendance was being supported by working closely with parents.</p> <p>In response to questions on what more can the Board do to support the area, it was reported that class sizes are an issue for some level one provision and to meet the needs of all learners. It was reported that more management support was required.</p> <p>The Board discussed at length the challenges with English and Maths policy and increasing needs of young people presenting. The challenges in recruiting qualified teachers and the large groups sizes.</p> <p>The Board discussed solutions for supporting better engagement and participation in tutorials an English and maths.</p> <p>ACTION: The Board RESOLVED to APPROVE additional in year resource and budget to provide the support and foundations for improved progress in English and maths, with additional management which would help to mitigate risks to future Ofsted inspection outcomes.</p> <p>The Board NOTED the update and the KPI tracker which reported some progress against the QUIP.</p>
<p>A2.3</p>	<p>EDI Update</p>
	<p>The Board received and update on EDI from the Group Chief People Officer which included the annual update on progress made during 2024/2025 on the College's Equality, Diversity and Inclusion (EDI) objectives, covering disclosure rates, the EDI Grants Programme, achievement gaps, staff and student engagement, communications, partnership work, accreditations and memberships.</p>

It was reported that overall, the College continues to make strong progress against EDI priorities.

It was reported that approved objectives were to

- Narrow student achievement gaps and implement targeted interventions for groups of students who are underachieving.
- Maintain high disclosure rates for both staff and students.
- Embed EDI into all aspects of teaching, learning and assessment.
- Increase staff and student engagement with EDI initiatives, campaigns and event throughout the academic year.

It was reported that there is an upward trend in EDI disclosure rates among staff and students, and we have shared our processes and achievements as examples of good practice with other organisations.

The Board received the updated staff and student EDI Profile and the 2025–2026 EDI Calendar.

It was reported that completion rates for mandatory EDI training remained high and several new sessions had been introduced.

It was reported that collaboration with external partners remains a key strength and we continue to work with organisations such as the Black Leadership Group, the Equality Partnership Board and the Association of Colleges (AoC) to exchange good practice.

It was reported that national recognition in 2024/2025 includes achieving the Stonewall Gold Award and being ranked as a Top 100 Employer in the Stonewall Equality Index. Plus being recognised as an Exemplary Employer by Investing in Ethnicity and placed in their Top 12, alongside a nomination for the Outstanding Employer Award.

It was reported that in addition we have signed the AoC Equity and Diversity Charter and participated in their Equity Exchange event at City Lit in January 2025 and we continue to perform strongly within the Inclusive Excellence Framework, achieving up to Level 2.

The Board were advised that our commitment to the 10-year EDI Grants Programme remains strong, with 19 projects funded to date. Over the past 12 months, grants have supported initiatives such as Mental Health Awareness Month, Black History Month, London LGBTQ+ Pride 2025, and Diwali.

It was reported that further positive action measures within recruitment and talent management to address underrepresentation had been implemented. As a result, there has been a 1.2% increase in staff from Black, Asian, Mixed/Dual Heritage and Other Minority Ethnic groups, a 2% increase in women, and a 4% increase in Black,

	<p>Asian, Mixed/Dual Heritage and Other Minority Ethnic groups within middle management.</p> <p>The Board were advised that achievement gaps remain an area of continued focus. The gap for Black Caribbean students remains at 4.4%, consistent with 2023/2024. White/Black Caribbean learners aged 19+ have exceeded the college average, and historically the underperforming group of White British males aged 16–18 are now 1% below the average, showing a positive trajectory.</p> <p>It was reported that Looked After Children (LAC) continue to outperform the college average by +5%, demonstrating the effectiveness of current support strategies. However, learners with diagnosed mental health conditions remain 8% below the college average, highlighting a critical area for further intervention.</p> <p>The Board were advised that the next step actions included</p> <ul style="list-style-type: none"> • Further embedding EDI in the curriculum and all aspects of the learner journey • Further actions to encourage the take up of grants • Intervention plans for the students under achieving • Inclusion as a key focus in line with the OFSTED framework.
	<p>Questions and comments</p>
	<p>The Board NOTED the good work and the wide coverage of all protected characteristics.</p>
A3	GCFO Update
A3.0	Audit & Risk Committee Annual Report
	<p>The Board received the Audit & Risk Committee Annual Report, which provided details of the key activities and oversight of the Group Audit & Risk Committee during the period of 2024/25.</p> <p>The report outlined the constitution of the Audit & Risk Committee, the performance of the internal and external auditors, details of how risk and assurance has been completed, any other specific issues raised in relation to the individual organisations and an overall opinion of the Committee.</p> <p>The report has been prepared as a final review of the 2024/25 academic year and presented to the Trust Board to provide assurance to Trustees on the activity and opinion of the Audit & Risk Committee.</p> <p>The Report had been endorsed by the Chair of the Audit & Risk Committee.</p>

A3.1	2024/25 Financial Statements & Letter of Representation
	<p>The Board received the 2024/25 Financial Statements on the Going Concern basis and the Letter of Representation for approval.</p> <p>It was reported that the Financial Statements for the year ended 31 July 2025 detailed an operating surplus for the year of £4.05m, after the Local Government Pension Scheme (LGPS) charges, and the unrealised loss on our treasury investment of £86k. After LGPS adjustments, total comprehensive income for the Year was reported as £4.24m.</p> <p>It was reported that an analysis of the final forecast outturn for the year and the actual outturn for the year was presented in the Financial Statements which included comments made by the external auditors following the completion of their audit fieldwork.</p> <p>The Board was asked to consider the Audit Representations letter, which was recommended by the Audit Committee in November. It was reported that this letter sets out the representations the Board was making to the auditors regarding a number of key issues relating to their audit work</p> <p>It was reported that these representations include the responsibility to prepare Financial Statements which give a true and fair view, providing unrestricted access to persons within the College in order to obtain audit evidence, the going concern basis upon which the accounts are prepared, use of appropriate accounting policies, awareness of irregularity or fraud, undisclosed liabilities.</p> <p>The Board were advised that the only change to this letter from previous years related to the accounting policy regarding cash and treasury investments and the new policy being appropriate on the circumstances.</p>
	Question and Comments
	<p>The Board expressed appreciation for the well-presented and good outturn reported in the Financial Statements which provided an excellent narrative on 2024/25.</p> <p>The Board APPROVED the Financial Statements on a going concern basis and Letter of Representation as recommended by the Audit & Risk Committee.</p>
A3.2	2025/26 Financial Update
	<p>The Board received the Management Accounts for the period ended 31 October 2025 (Period 3) which reported an Education EBITDA of £1.48m for the year to date, which was £207k higher than forecast.</p> <p>It was reported that this positive position was mainly attributable to lower year-to-date pay costs due to vacant posts in both support and teaching departments, offset by reduced income where there is a degree of risk to achieving full year targets.</p> <p>It was reported that the Period 3 management accounts contain the first updated forecast outturn for the year which detailed that forecast Education EBITDA for the year</p>

	<p>of £3.7m was achievable. although the curriculum efficiency metrics, such as average class sizes would need to improve where they are both below budget and our performance last year.</p> <p>The Board NOTED earlier discussions on English and maths in this regard.</p> <p>It was reported that there was no material changes to cashflow forecast at this time, with the early receipt in September 2025 of the balance of the land sale of the Future Greenwich site offset by the forecast cost of the project increased to £45m, resulting from additional work required on site, offset by partial zero rating and VAT credit applied.</p> <p>It was reported that cash balances are forecast to be in line with the budget halfway through the year, with the lowest balance of £10m occurring in March 2026 and the year ending with a healthy balance of £11.5m.</p> <p>The Board were advised that the ESFA had confirmed our financial health assessment of Good which a financial dashboard for governors based upon the financial information submitted in our July 2025 Financial Forecast Return which was presented to the Board.</p> <p>It was reported that work continues with London Borough of Bromley on the Orpington Boiler dispute.</p> <p>The Board were advised that since the risk register was considered by the Corporation in July, it has been subject to review by risk owners and the Group Executive as appropriate and considered by the Audit Committee at its meeting in November.</p> <p>It was reported that of the 36 risks on the College risk register, 3 are High, 25 are Medium, and 8 are considered to be Low. New risk added include serious youth violence, reduction in major capital projects and adjustments to the cyber attack risk.</p>
	<p>Questions and Comments</p>
	<p>The Board NOTED the update.</p> <p>ACTION: The Board request 2025/26 attrition rates to be shared once available and after the P4 data submission.</p> <p>The Board confirmed as reported earlier in the meeting to APPROVE delegation to Group CFO-JH on decisions required on the Orpington Boiler issue with London Borough of Bromley.</p>
<p>A3.3</p>	<p>Property & Capital Update</p>
	<p>The Board received an update on property and capital matters some of which had been discussed in the Financial items.</p>

	<p>It was reported that due to delays in securing the permanent power supply to the new Plumstead building and delays in the Royal Borough of Greenwich approving the required external works to the public realm, the Future Greenwich project was behind schedule, and the planned Practical Completion date of 15 September has been missed.</p> <p>It was reported that Kier had submitted 3 Delay Notices with Practical Completion now expected on 16 December 2025. These delay notices were under review, and an Extension of Time certificate would be issued.</p> <p>It was reported that separately a 5-week extension of time had been submitted for which Kier had cited employer change as a key reason, which moved Practical Completion to 20 October.</p> <p>The Board were advised that with these reported issues the estimated project costs had increased by circa £2m since the end of August. The Total Scheme Cost was currently expected to be in the region of circa £47m before the benefit of any VAT partial Zero rating.</p> <p>The Board were reminded that Kier had challenged the amount of VAT recoverable following the partial zero rating awarded by HMRC and are trying to exclude the value of some construction works and building components from the calculation. It was reported that this put at risk circa £0.6m or the circa £2.6m VAT reclaim anticipated.</p> <p>It was reported that the FECTF project to refurbish the second and third floors of part of the Bromley campus (including HAC repairs to those floors), and the addition of an energy centre, was progressing well and is currently expected to be completed in accordance with DfE deadlines and on budget. It was reported that items were to be added back into the project scope to utilise unused contingencies.</p> <p>The Board were advised that works to relocate the motor vehicle from Plumstead to Holly Hill were now complete plus the refurbishment of the Bromley Common room and Reception.</p>
	<p>Questions and Comments</p>
	<p>In response to questions and discussions it was reported that the likelihood of December completion was still a risk and it was more likely to be a January opening following further internal works and snaggings that needed to be addressed.</p> <p>The Board were advised that 23 January 26 was currently scheduled for a preview tour of the building.</p> <p>The Board NOTED the update.</p>
<p>A3.5</p>	<p>People Report</p>
	<p>The Board received and updated report on People Matters presented by Group CPO, which outlined progress across the People and Culture Strategy, linked to Project</p>

	<p>Aspen, plus details of recruitment and retention initiatives, starters, leavers and turnover compared to sector, CPD, and other people matters.</p> <p>It was reported that Project Aspen was now embedded as Group PMO project, strengthening integration of recruitment, retention, career development, and wellbeing workstreams.</p> <p>It was reported that recruitment performance enhanced through improved employer branding, targeted outreach, multi-platform advertising, and proactive sourcing via LinkedIn and agency partners.</p> <p>It was reported that AI-enabled e-recruitment systems were fully implemented, reducing time-to-hire and streamlining hiring processes, with candidate experience high (95% satisfaction); onboarding performance consistently exceeding SLA timelines..</p> <p>It was reported that the Talent Team had been awarded TIARA Talent Acquisition Team of the Year 2025, reflecting national recognition of practice.</p> <p>It was reported that starter numbers were increasing year on year and organisational turnover continues to fall and remained below the FE sector average. Staff retention had been strengthened through wellbeing initiatives, coaching culture, flexible working, and high-quality induction and onboarding.</p> <p>It was reported that Leadership and development expanded through the Aspiring Leaders Programme, strengthened mentoring/coaching, enhanced induction, and strong CPD participation.</p> <p>The Board were advised that employee relations caseload was stable and well managed; no restructures or TUPE activity had been planned.</p> <p>It was reported that key HR policies were under review (Retirement; Special Leave); SCR audits continue to assure compliance, and the wellbeing offer had been broadened significantly (triage nurse, mental health first aiders, menopause champions, wellbeing spaces, EAP, financial wellbeing support, OH surveillance).</p> <p>The Board were advised that that College was now part of AoC Health & Wellbeing Community of Practice, supporting sector-aligned improvement.</p> <p>It was reported that employment law updates were on the horizon which would require a change in policy and better protections for employees. .</p>
	<p>Questions and Comments</p>
	<p>The Board expressed appreciation for the detailed report and analysis provided by the Group CPO.</p>

	<p>In response to questions the Board were pleased to see the progress of Project Aspen against the 7 R indicators of the strategy.</p> <p>In response to questions the Board were pleased to hear about the CPD opportunities and the Elevare Leadership Academy and Awesome Leadership Framework.</p> <p>In response to question on ER Casework, it was reported that this is resource heavy. There was a lot of short-term sickness reported</p> <p>In response to questions on grievances, it was reported that more grievances are being submitted using AI this was also the case for complaints, with staff using AI to draft responses rather than seeking to discuss issues.</p> <p>In response to questions on management training, it was reported that managers needed more support in the recruitment process.</p> <p>The Board NOTED the update.</p>
A4.	GCGO Update
A4.1	<p>The Board received the Board Self-Assessment and Action Plan for review and consideration.</p> <p>The Board received the external review of the Curriculum & Standards Committee, which had been conducted from June to November 2025 by Dr Philida Schellekens, Ofsted Inspector and Chair of C&S Committee at New City College Group (an outstanding provider).</p> <p>It was reported that the Committee Review was initiated as part of LSEC’s Journey to Outstanding Action Plan, aiming to evaluate the committee’s effectiveness in advising on academic performance and maintaining high standards. The review had involved regular updates with senior leaders, attendance at key meetings, scrutiny of committee papers, feedback from questionnaires, and the piloting of a new protocol to improve meeting planning, report writing, and presentations. Notably, the introduction of thematic reports and a redesigned agenda enhanced strategic reporting and enabled deeper discussions on key issues such as English, maths, and apprenticeships.</p> <p>It was reported that feedback from Committee members and the Senior Management Team (SMT) indicated clear improvements in the planning and quality of reports and presentations, with particular praise for succinct and accessible reporting.</p> <p>The Board was asked to NOTE that areas for further development remain, including the need for clearer written reports, better insight into key risks and improvement proposals, more focused presentations, and improved progress tracking. Recommendations included separating reports by provision type, refining agendas, and ensuring information is shared in a timely manner.</p>

The report recognised the responsiveness of officers and highlights the importance of ongoing reviews to achieve 'Outstanding/Exceptional' status, emphasising that strategic clarity and effective reporting are essential for both committee and wider organisational improvement.

An example agenda and new operating procedures for the Committee had been prepared with protocols for reporting. The Chair of LSEC C&S Committee recently observed the New City College Group C&S Committee and can provide verbal feedback to the Corporation.

The Board was asked to **NOTE** that aligned to the Board Action Plan and as recommendation of the External Governance Review conducted in 2024, Unloc had been commissioned to work with the Board Members on better engagement with Students and the Student Voice.

It is reported that two workshops have been organised for 2025/26 Student Voice Beyond the Survey, the first of which took place on 7th November 2025 in person at Bromley Campus, facilitated by Tony Shrubshall of Unloc.

It was reported that the session had brought students from all campuses (10), SLT (4) and Governors (6) together, to explore current opportunities for the student voice to be heard at the College and to identify areas for development and new opportunities to grow the impact of student voice.

Using Simon Sinek's theory of Golden Circles, the Group started by exploring why the student voice is important, how the student voice is currently heard and what could be done to develop the student voice strategy. It was reported that the group was able to identify many opportunities that currently exist although some inconsistencies were noted across campuses.

Using Roger Hart's Ladder of Participation as a guide the Group explored where on the ladder the College was positioned, regarding Democratic Decision Making where students should or could be involved. It was reported that using the scale of 1 - Manipulation through to 8 - Student Initiated Shared Decisions with Adults, after much discussion and debate the Group placed the College between 5 and 7 although there were some campus variations.

The Board were advised that the key areas to explore at the next session scheduled to take place in late Spring or early Summer 2026 will include

- Improved and new communication channels
- The feedback loop - how best to collect feedback and how to inform the student body of outcomes.
- Linking student voice across campuses.
- Supporting student led initiatives.

	<ul style="list-style-type: none"> Staff training to support students in developing new initiatives and systems for student voice. <p>Feedback from Governors attending the workshop had been very positive.</p>
	Questions and Comments
	The Board extended appreciation for the update which was NOTED. There were no further questions.

End of Part 1

PART 2: BELOW THE LINE (10-20 mins to cover pre questions and comments on papers and decisions)
Items **Below the line** are presented for approval and/or for information, monitoring and noting and will be presented and categorised using the same category types as above -these may be appendices for the Part 1 items for reference. Governors or Trustees wishing to address matters arising should notify the Group Chief Governance Officer in advance of the meeting and complete pre-questions template provided.

Ref	Item
B1	Group CEO Update
B1.1	Appendix 4 - DfE guide to effective practice in strategic planning in further education
	The Board NOTED the Appendix
B1.2	Appendix 5 – Group Strategic Risk Register
	The Board NOTED the Appendix
B2	DCEO Operational & Performance Update
B2.1	C&S Committee Recommendation : SAR & QUIP
	The Board NOTED the update.
B2.2	EDI Update Appendices: EDI Calendar, Staff and Student Profiles
	The Board noted the appendices.
B3	Group CFO Update
B3.1	Item A3.2: 2024/25 Financial P3 Management Accounts & ESFA Financial Health Dashboard
	The Board received the update and ESFA dashboards.
B3.2	Item A3.4: Group Risk Register Entries
	The Board received the risk entries.
B4	Information or Recommendations from Committees
B4.1	C&S Committee Recommendation Complaints Annual Report
	The Board received the annual report for Noting.
B4.2	Group Remuneration Committee Annual Report 2024/25
	The Board received the Annual Report for Noting.
B5	Governance / Statutory / Regulatory Updates
B5.1	Visit Links Reports – Verbal updates were provided.

AOB & Date of Next Meeting – 28 January 2026 at 5.30pm – Development Session