

**Minutes of a Meeting of LSEC Corporation held on
Thursday 13 October 2022 from 5.00-7.30pm
in person at Bromley Campus- Room G13**

Corporation Governors

David Eastgate (DE)	Chair
Louise Nadal (LN)	Vice Chair
Dr Sam Parrett, CBE (SP)	Group Principal & CEO
Jane Hobson, OBE (JHo)	Governor apologies
Mark Trinick (MT)	Governor
Ayorinde John (AJ)	Governor
Lucie Allen (LA)	Governor – attending via zoom
Chinyama Okunuga (CO)	Governor
David Bailey (DB)	Governor – attending via zoom
Lucy Butler (LB)	Governor – attending via zoom
Joanne Bell (JB)	Governor –
Angela Hands (AH)	Governor
Mark Burnett (MB)	Governor
Vince Fihosy (VF)	Governor (to be appointed at the meeting)
Lola Olutimehin (LO)	Staff Governor
Not Appointed first attendance Dec 22	Student Governors (FE and HE)

Governance Professional & 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
Asfa Sohail (AS)	College Principal & CLO
Louise Wolsey (LW)	Group Chief Strategy Officer (LSEC)

Officers in attendance for specific items

Beth Moore	Group Head Safeguarding Item (4.1)
Andy Simpson	Group Director Estates (Item 5.2)

External

Philida Schellekens	HMI Ofsted (Special Item)
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Board Papers Published on Board Intelligence on 6 October 2022

- **Board Pack excludes Reading Room Items**
- **Reading Room Items only Pack**

SPECIAL ITEM Board Development:

Ofsted Scene Setting & Questioning facilitated by Philida Schellekens (HMI Ofsted)

[Reference Material provided in the Reading Room:](#) Ofsted FES Handbook (Sept 2022)

Questions and Challenge

The Board received a presentation outlining the inspection process.

A list of questions had been provided to the Board for consideration and discussion, covering areas such as Leadership & Management, Quality of Education, Personal Development and Behaviour.

The board considered the progress made since the last Ofsted inspection in 2019. What improvements have been made on the key issues of Attendance and Apprenticeships.

In response to questions from the Board in relation to decline in achievement rates and impact of covid and how much did the Board need to articulate and explain, it was confirmed that comparisons with 2018/19 would be considered and LSEC could demonstrate within range. The Board was advised to steer a wise course around covid and achievement rates and reconfirm the context of London.

In response to questions from the Board in relation to Governor's requirement to engage with Inspectors, it was confirmed that the Governor meeting was usually in the middle of the inspection, on day 3 or 4 of the inspection.

In response to questions from the Board in relation to the curriculum and expectation of the Board's knowledge, it was reported that Governors should be aware of the Curriculum Intent and progression outcomes. The Board were advised that progression systems to track and monitor progression outcomes are being developed.

In response to questions around Safeguarding it was reported that all aspects of Safeguarding would be inspected including safer recruitment, record keeping, policy and practice.

ACITON: Board were advised that Philida Schellekens would return for January 2023 Board Meeting to undertake a mock inspector interview with Governors.

MAIN AGENDA

1. Welcome, apologies and declarations of interest

Apologies received from Jane Hobson

1.1 Governor Appointments

The Board **RESOLVED** to appoint Vince Fihosy to the Corporation.

2. Minutes & Action Log

Minutes of the previous meeting were **APPROVED**

Section 3 : Strategic Direction, Leadership and Partnership Engagement

3. Group Principal & CEO Report

3.1 Lewisham College Update

SP provided update on Confidential Item: Lewisham College transfer.

ACTION: Follow discussions the Board agreed to set aside significant discussion time for Confidential Item at the next Board Meeting on 8 December 2022.

3.2 Laser Education Foundation

[Reading Room](#): Brand Presentation

The Board were asked to CONSIDER and APPROVE the establishment of the LASER Education Foundation.

The Board received a summary of the LASER Education Foundation creation, which outlined the concepts and ideas on the initial proposal for a Group Charity Foundation to reform and replace the Group Board from January 2023. The report presented provided details on the best fit governance structure for the Foundation, how the charity will be run, its membership, Trustees and any legal requirements or limitations in how it is associated or connected to the College and Trust.

The report also outlined the purpose and objectives of the Foundation and how the work of the branding agency has been embedded and included within the proposal, connecting the sum of all parts of the Group to ensure the co-incidence of interest and combined and collective voice and strength of our organisations still resonates with our core values and purpose.

It was reported that the Foundation will supplement and enhance the charitable objectives of the College and Trust, our sovereign organisations, through fundraising, research, philanthropy, partnerships, sponsorships and collaborations.

The Board were advised that it was proposed that the Foundation be called **London & South East Region Education Foundation. (“LASER Education Foundation”)** and that the collective descriptor for our Group Organisations (the College, the Trust and the Foundation) be referred to as **LASER Education Group**.

Questions and Challenge

Following discussions and questions on the how the Foundation will link into planned policy and research strategy, the Board **APPROVED** the establishment of a third legal entity within the Group, with further details on the constitution, membership and trustees to be provided at the next meeting.

3.3 Michael Tippet College

The Board were asked to **CONSIDER** and **APPROVE** the proposal to apply to Lambeth Local Authority for the Michael Tippet College provision, to be transferred with effect from 1 January 2023 and to commence due diligence on such proposed provision transfer.

The Board were advised that Lambeth Local Authority have approached the College to apply to take over specialist provision, currently delivered by Michael Tippet College, an independent 19-25 college for students with complex learning needs.

Following an Ofsted Inadequate judgement in January 2022 and subsequent issues identified in the financial viability of the College, resulted in the removal from the DfE Section 41 Register of Special Independent Institutions and termination of their ESFA contract. The Ofsted Inspection Report was provided to the Board in the Reading Room as Appendix A.

It was reported that in late Spring 2022, the remaining Directors of the Michael Tippet College contacted the Group Principal & CEO to explore possible options and collaboration with the College. We believe this was due to the ongoing discussions between the Trust and Lambeth Local Authority in relation to the Michael Tippet School, and the Academy Order issued to transfer the School to LSEAT.

The Board were advised that LSEC had recently been informed by Lambeth Local Authority that Michael Tippet College will close down, and they have advised that they will be seeking to contract the provision of up to 40 places to a new specialist provider.

It was reported that Provision will be funded by both the ESFA and top up funding through the Local Authority. LSEC have been advised that the funding is generous, estimated to be £10,000 per student for the place-based element, with an ESFA funding contract transferred to the new provider, Top up funding per student is estimated to be c£36,000, plus additional negotiated individually top up funding, all provided by the Local Authority.

Lambeth Local Authority have also confirmed that there will be capital money available to the successful provider, to repair and enhance the current Michael Tippet College estate.

The Board were asked to **NOTE** that Lambeth LA have suggested that LSEC is the preferred provider and that it is unlikely the provision will need to be tendered. The provision is the transition pathway for students completing at the Michael Tippet School, which is under an academy order to transfer to the Trust in January 2023.

The Board were advised that the proposal will enable LSEC to create a satellite Nido Volans provision in Lambeth building on the brand and outstanding provision provided at Bromley and Bexley sites over the last 10+ years.

This would be an exciting new venture working within a new community and complement the soon to be converted Michael Tippet School, where the majority of students currently progress and transition to the Michael Tippet College.

The Board were advised that Lambeth Local Authority have shared a Service Level Agreement which outlines their expectations for the provision as part of their Local Offer and the specific criteria to be used to support an application for this provision.

The SLA was summarised below and provided in the Reading Room as **Appendix B**.

- Breakdown of the proportion, distribution and type of SEN support currently providing and EHCPs in year groups
- Details of providers impact, working with children and young people with SEN
- Evidence of the provider's inclusive culture
- Evidence of how provider engages with the community especially in relation to SEND
- Information about the training and expertise of your staff as they relate to your application, including any training needs and how these will be addressed
- Details of what services you will need to support the success of your proposal for example commissioning educational psychology and other specialist service
- Evidence strong Good Practice which has improved outcomes for YP with SEND
- Our capacity including Leadership and management , evidence of strong governance structures and good financial management.
- Our vision, record of staff skills and experience of how you will achieve the best possible outcomes.

It was reported that TUPE will apply as staff working within Michael Tippett College are Lambeth Local Authority employees.

The Board were advised that due diligence on Michael Tippett College will need to progress rapidly and include in particular the financial due diligence of assets and liabilities of the organisation and its status in terms of liquidation or winding up.

Agreement on the transfer of income in terms of the ESFA funding contact in year and the commissioned places and top up funding will need to be provided for within a Memorandum of Understanding with Lambeth Local Authority, to ensure the commissioned places and top up funding commence early 2023 and continue for the foreseeable future.

The Board were advised that full due diligence will follow all the usual areas of Estates, Systems, Staff and Service/Supplier Contract.

The Board are asked to **APPROVE** progressing this opportunity, through the application to Lambeth Local Authority and the commencement of a robust due diligence process.

The Board were advised that subject to the outcomes of due diligence and application, financial evaluation and capacity, a recommendation to approve the transfer of the provision or to LSEC will be provided

Question and Comments

In response to questions from the Board, it was reported that the Michael Tippett College Limited company will dissolve or wind down following the decommissioning of the places.

LSEC will not be involved in this although will work with the organisation on determining any teaching and delivery assets that may need to transfer for minimal or no charge.

In response to questions on capacity it was reported that the provision would be merged into the College with little impact on staffing.

In response to questions around staff TUPE it was confirmed that Michael Tippett College staff were in fact Lambeth Local Authority employees.

Board were advised that update on the progress of transfer will be provided at December Board.

The Board NOTED the report and APPROVED progressing and exploring the opportunity further.

Section 4: College Operations & Performance

4. Executive Principal & CLO Report

English and Maths Strategy Update

[Reading Room](#): English and Maths Strategy

The Board received the update from the Executive Principal and CLO which outlined the following key areas.

Ofsted Readiness:

It was reported that Ofsted has announced that all FE colleges will be inspected in the period of September 2022 to September 2025. The inspection type will be a full inspection, titled Enhanced Ofsted Inspection irrespective of your previous grade. Previously any grade 2 colleges were subject to a short inspection. However, this has now been replaced with a full inspection.

The Board were advised that LSEC College is expected to be under the new cycle of inspection as the last Ofsted inspection was in 2019, where we were awarded a grade 2 (Good). The intention is for LSEC College to be ready for an Enhanced Ofsted inspection.

It was reported that SLT team has been reviewing the preparation for Ofsted revisiting the preparation documentation, preparing staff with a working group to lead on preparations and report to SLT. There will be a particular focus is on the Skills agenda. The Board will also receive further training.

Achievement Rates and Outcomes:

It was reported that the 2021/22 saw a full return to normal assessment of practical and theory work and exams, following two prior years of the widespread use of assessment adaptations. This makes year on year comparison of data challenging and not as meaningful as prior to covid, due to the significant amounts of lost learning that young people and adult learners have experienced and is further compounded by last year's national GCSE grade inflation.

The Board were advised that the current achievement rates for the year 2021/22 are at 78%. With some pending results it is anticipated that predicted achievement rates for this year will be between 78% to 79.5%. This is a decline against the previous year's achievement rates of 83.3%. However, the like-for-like comparison excluding the subcontracted provision, the impact of English and maths and carry-over learners would suggest that year 2021/22 achievement rates (78%-79.5%) are broadly in line with the year

It was reported that vocational areas have also seen a decline in level 2 and level 3 programmes. Both qualification levels rely on external assessments and time-controlled assignments. By contrast Level 1 and below qualifications have sustained their performance at 83% as they rely on classroom set assessments.

The Board were advised that Apprenticeship achievement rates for all ages are at 51% and have seen a decline against predictions but remain above the ESFA Accountability Framework threshold (previously known as Minimum Standards). HE achievement rates have seen an increase to 87.4% against 77.8% in the previous year.

It was reported that given the challenges faced by the College last academic year, senior managers recognised the decline in achievement rates and implemented a recovery plan to address this. As a result of this, a range of strategies has been implemented for the new academic year, including more investment in curriculum, quality and learner experience. In addition to this, a new quality cycle and quality assurance systems have been implemented to reverse this decline.

Quality and Curriculum Priorities:

The Board were advised that the priorities had been established at the outset of the academic year. A key focus this year is on ensuring consistent visibility of leadership and management teams across all campuses. This will enable consistently good learner experience across all campuses to improve two-way communication channels with teams. Currently, some of the key GEX members will be holding roadshows to consult staff against key priorities.

It was reported that a significant number of changes have been implemented around quality assurance systems through the implementation of quality strategy and quality procedures. A revised quality cycle has been implemented and external validation has been implemented across all areas, including sharing of good practices with outstanding colleges

The Board were advised that the review of the curriculum offer has been in place since last year. The development of LSEC curriculum strategy is underway along with the local skills improvement plan (LSIP). The implementation of this strategy and LSIP will be reviewed by the Curriculum and Strategy Committee (internal committee) which will report the findings to the Curriculum and Standards Committee to ensure a clear line of sight.

Curriculum Planning

The Board were advised that an updated curriculum planning process has been developed for the 2023/24 curriculum offer. This was completed in collaboration with a range of colleagues from finance, HR, and MIS to ensure all deadlines are achievable for processing and budget setting while ensuring time is built in to review labour market intelligence, job saturation data and market share. It was reported that this was under further review by an external consultant to ensure the robustness of this process. This process is being developed parallel to the longer-term curriculum strategy that provides the framework for curriculum direction, growth, and delivery styles.

Student Recruitment

It was reported that this year the College had returned to the full in-person enrolment experience. Feedback from staff and students was overwhelmingly positive, with many commenting on how easy it was to navigate; this feedback was also reflected on us via stakeholders from Bexley Local Authority.

Students had completed a short enrolment survey and received 315 responses. Of the 315 respondents, 313 learners found their experience to be positive, with only two reporting that the experience had been negative (due to waiting times).

It was reported that the College was hoping to achieve small growth against the target of 3963 young people. Currently, there were 4000 (4/10/22) active enrolments with approximately 100 uplifts to be processed. The Board were advised that the focus is to retain these students post 42 days to ensure we are aligned with our allocation at 3860. However, withdrawals are still underway with 238 withdrawals and 265 no-shows (across all ages) processed to date.

The Board were advised that Adult education budget, apprenticeships, and higher education programmes have not yet achieved their targets. The work is underway to address this shortfall through targeted strategies and reducing staffing costs.

It was reported that a range of strategies has been deployed to address the shortfall through weekly enrolment meetings where learner numbers, class sizes, merging classes, staff utilisation, and any immediate savings are reviewed along with targeted marketing strategies.

Staff Recruitment

Board were advised that there were a vast number of vacancies during the summer break, almost 130 vacancies. Colleagues have implemented a range of strategies to recruit for these vacancies. Significant progress has been made, and these vacancies are sitting below 20 but this figure is subject to variation depending on resignations and recruitment to new posts.

Student Experience Update:

It was reported that students are reporting through informal student briefings and drop-ins that they feel safe on campus and demonstrate that they understand behaviour and expectations. There were a small proportion of learners who require further behaviour and support intervention, particularly at our Bromley campus, to settle into the academic year.

It was reported that a new positive relationships policy had been launched, based on restorative approaches, with a full suite of training for all staff to support the organisation in building and maintaining positive relationships with students.

It was reported that 124 lesson drop-ins have taken place to date which is an increase of 30% on last academic year. Themes around timetabling, attendance and resources have been raised and addressed quickly through daily management briefings.

The Board were advised that student representatives are being nominated which should be finalised by the 7 October. Meet the Principal events launch w/c 3 October, and the first student survey will be launched by half term to ensure we are capturing, understanding and responding to the student experience to drive continuous improvement. Student Governors will be appointed by the end of October and will attend the next Corporation Board. Student

Welcome Fairs are planned across all campuses from WC 3rd October which will also see the launch of the full enrichment offer to all students planned across the week.

HE Progress and Review:

It was reported that the **HE** strategy was launched in January 2021 and has made good progress to date. A new Engineering provision identified within the 5-year curriculum plan has been validated and launched with the first group starting this September. In addition, new higher apprenticeship programmes have been developed, a BSc in sport is currently going through validation and funding has been secured for the launch of Higher Technical programmes in health, with an application also submitted for Digital.

Board were advised that one area of concern continues to be HE recruitment, with a 3-year declining trend on recruitment. However, new strategic relationships are being developed to support future start profiles, including the transfer of the year zero programmes from the University of Greenwich, which will increase learner numbers by circa 180 and will bring the numbers back in line with the numbers profile detailed within the strategic plan. However, this is in its initial stages of discussion. While numbers have been a challenge a two-year increase in student satisfaction via NSS has been achieved, which is now significantly higher than the overall national rate, as well as all sub-categories.

An exciting development for 2022/23 is the launch of the new dedicated HE centre in the Ozone building. This has provided an outstanding facility for students with greater access to local amenities as well as excellent transport links, that will enable a wider footprint of learners to access the HE provision. It was reported that pass rates and achievement rates for HE are excellent and show an increase from 2020/21. Pass rates have improved from 84.6% to 91.1% and achievement rates have increased from 77.8% to 87.4%.

LSEC 2.0

The Board were advised that under the Connected College theme development work on the LSEC App has continued and has now been successfully launched for this academic year through enrolment and induction period. A significant number of learners have engaged with this, and they are finding this a very useful way of staying connected with the college.

Also, under this theme the College built a digital environment using Vgather to support the induction and onboarding of learners, enhancing their experience and providing an additional medium alongside the main Canvas induction materials and the App.

Canvas will remain the main central set of induction materials but the digital metaverse space and the App have been used to signpost and support, ensuring that there is a consistency of message and multiple opportunities.

Questions and Comments

In response to question from the board it was reported that a recovery plan is key to ensure improved achievement rates around classroom and apprenticeship provision.

The Board congratulated the Executive on NSS response rates.

In response to question around board assurance that the recovery plan will be successful it was reported that external quality advisors had been commissioned to track and monitor progress against the recovery plan.

In response to questions regarding enrolment and recruitment, it was reported that a further update on progress to target would be provided at December Board.

The Board **NOTED** the report.

4.1 Safeguarding Update

The Board was asked to **NOTE** that safeguarding is effective with excellent practice in monitoring safeguarding concerns and responding appropriately.

It was reported that Mental Health and Wellbeing remains the main reason for referral making up 63% of recorded concerns and interventions. There were 31 recorded cases of sexual harassment and abuse for the academic year 2021-2022.

It was reported that there were two LADO referral in 2022-2023. One referral has been made in September 2023.

Board were advised tat the key issues for 2022/23 were to deliver all staff training more frequently, for CPOMS to be used by more staff in the organisation to capture all low-level concerns and observations. For there to be a consistency of delivery of preventative and safeguarding education across all curriculum areas.

The following key actions were reported, to include annual training close monitoring and to ensure that CPOMS was part of the College Induction and was featured in the all staff training this academic year. The new tutorial model launched in September 2022 with a new SofL reflects preventive education themes and preparing for life in modern Britain.

Questions and Comments

In response to questions it was reported that 94% of staff had completed KCSIE, the shortfall comprised interim and temporary staff or on long term sick or maternity. This was mandatory training, and the target was 100%.

In response to questions around access to CAMS service it was reported that internal counselling services were picking up the high-risk case. It was reported that the Mental Health Team were also picking up urgent referrals

The Board **NOTED** the report.

Section 5: Financial and Risk Management, Compliance and Controls

5. Group Chief Finance Officer Report

- 5.1 Financial Update
- Bank Loans

The Board were asked to **CONSIDER** and **NOTE** the report presented and approve the loan documents including the Board Resolution, and Form of Certificate.

It was reported that the Management Accounts for the year ended 31 July 2022 (period 12) reported a pre-audit adjusted operating surplus for the year, prior to FRS102 charges and property strategy costs, of £1.87m. This is circa £0.39m better than the latest forecast, and this has been supported by a non-cash reduction in the annual leave accrual of £0.42m.

Board were advised that FRS102 pension and enhanced pension costs were £0.3m higher than budgeted at £3.67m. Due to a change in the yield in the bond yield curve in response to the current economic climate, the pension deficit of circa £39m, has now been eliminated with the scheme not in surplus.

It was reported that cash balances at the end of the year in July 2020 were strong at circa £20m. However, the College was facing a clawback of in excess of £2m due to underperformance against adult funding contracts, and this cash will be repaid during the current financial year.

The Board were advised that in the current economic climate, the College and whole FE sector is facing some significant financial challenges and these cost pressures are already becoming particularly acute in Estates. In addition, across the sector there has been considerable unrest and strike action over pay demands of staff and the budget provision of 3% for all staff with effect from February 2023, may be insufficient if LSEC are to avoid industrial action.

It was reported that modelling options for a pay award on the basis of a larger award for lower paid staff, and potentially no cost-of-living rise for higher paid staff was underway. Further information on this matter will be presented to the Corporation as soon as it is available.

The Board were advised that the documentation to refinance the Revolving Credit Facility and Term Loan agreement was now complete and this included a new Education EBITDA bank Covenant in place of the operating cash inflow covenant.

It was reported that the new covenant provides a reasonable amount of headroom, and the Corporation was asked to **APPROVE** the new loan documentation for signing.

Question and Comments

The Board **CONSIDERED** and **NOTED** the financial update and **APPROVED** the loan documentation for signing.

5.2 Property & Capital Update

The Board was asked to **CONSIDER** and **COMMENT** on the report and **APPROVE** the use of College reserves to fund the shortfall in the project budget, subject to exhausting other potential options and affordability.

Future Greenwich: It was reported that with the exception of a Thames Water 'Build over agreement', all legal matters relating to completing the part disposal of our Plumstead campus were now completed, including a minor set of agreed amendments to the L&Q contract.

The Board were advised that the endorsement of the Thames Water agreement will trigger the L&Q contract becoming unconditional and demolition work is expected to commence 4 to 6 weeks thereafter.

It was reported that the transfer of the historic DfE charge (unregistered on title) in relation to the historic transfer support loan was also being completing. The DfE continue to be slow to

respond. However, LSEC lawyers had advised that this was not a matter that would stop the L&Q contract becoming unconditional. It was reported that the matter was close to be concluded.

The Board was advised that the design progression has now reached a significant stage of development where a penultimate 'design freeze' implemented and only one further stage of design is required (RIBA stage 4), before we going to market to procure a constructor.

It was reported that this latest design includes all of the additional requirements progressed through planning. The cost consultants have prepared an updated cost estimate (at RIBA work stage 3) for the project and the updated total cost including VAT and all oncosts (excluding capitalised salaries) was now forecast at £37.2m (after value engineering).

Board were advised that this was circa £4.8m higher than previous cost estimates and the values included July 2022 financial plans.

A number of options exist to address the additional costs, and these were provided in the detailed report.

The Board were asked to **APPROVE** the shortfall to be addressed through a combination of approaching the GLA for a higher grant, and through the use of cash reserves.

Orpington Campus

It was reported that the London Borough of Bromley are taking an evasive approach to meeting their repairing obligations under the plant room lease and heat agreement at Orpington Campus.

The Board were advised that the College had served a notification of disrepair to instigate a financial settlement negotiation which could be circa £1.5m.

Bromley Campus

It was reported that the land ownership issues at the Bromley campus with Rookery Estates continues and a meeting has now been agreed with Rookery Estates to explore options.

Questions and Comments.

In response to questions it was reported that close consideration of risk profile was required to ensure the cumulative impact on costs had been covered and evaluated.

In response to questions on Holly Hill it was confirmed that challenging issues exist at the site with continual patching until long term solution can be found for this site.

The Board **NOTED** the report and **APPROVED** the use of reserves to meet shortfall costs of Future Plumstead.

5.3 Audit: 2021/22 Regularity Questionnaire

The Board were asked to **CONSIDER** the content of the Regularity Self-Assessment Questionnaire and **APPROVE** the content of the Regularity Self-Assessment Questionnaire for signing by the Chair and Accounting Officer.

The Board were provided with the Regularity Self-Assessment Questionnaire which was required to be completed on an annual basis for the external auditors as part of their audit programme.

The Board were advised that the representations on this form are used by the auditors to inform their audit programme. The questions on the form together with the College responses are self-explanatory, and there is nothing specific to draw to the attention of the Corporation.

It was reported that Buzzacott had already reviewed the content of the draft forms and has not highlighted any issues or concerns.

Questions and Challenge

The Board **NOTED** the report and **APPROVED** endorsement by the Chair and Accounting Officer.

5.4 Health & Safety Annual Report

The Board was asked to **CONSIDER** and **COMMENT** upon the Health & Safety Annual Report for 2021/22.

The Board received the attached Annual Health and Safety Report which covered the operations and had been prepared by the Group Head of Health and Safety for the year to 31 July 2022. The report set out a summary of the work during the year, together with the further improvements planned. It also provided details of the accident statistics for the year.

The Board were advised that the report had been considered by the Group Health and Safety Committee and reported that the College had a challenging year, partly due to a return to normal post-covid. However going into 2022/23, many of the systems were now in place for improved safety performance.

It was reported that internal audit and RAG rating has been either Amber or Red for the year. This has been driven by uncompliant assets (mainly workshop machinery), silica dust levels, a lack of health surveillance, poor safety behaviours, and a lack of management ownership.

Board were advised that all of these concerns have now either been resolved or have actions in place, and the RAG rating for colleges is currently Amber.

The report concludes that the current greatest challenge is sustaining the improvement in safety performance that had been made to date. In this regard, the current and future focus is ensuring that all staff, and managers, in particular, take ownership of Health and Safety, and this becomes more embedded in our culture and behaviours.

The Board **NOTED** the report.

5.5 Sustainability Strategy Report

[Reading Room: Sustainability Strategy](#)

The Board was asked to **CONSIDER** and **APPROVE** the Group Sustainability Strategy.

The Board were advised that following approval of our Group Sustainability Policy and Statement of Intent by the Corporation in 2021, work has now been completed on the Sustainability Strategy for the Group.

The Group Strategy was presented to the Board having included comment and feedback from a wide range of staff, students, managers and governors.

The Board were advised that the Strategy sets out the vision to be Net Zero by 2050 or before if that is possible, with the foundations of the vision being to inspire learners, run our operations sustainably, and empower everyone to have a collective responsibility to contribute.

It was reported that the commitments include making a 30% reduction in our energy consumption by September 2026, making year on year reductions to paper & waste, and having zero waste to landfill by 2030. This was broken down into a number of milestones to 2028.

The Board were advised that the strategy also included details of how to embed sustainability into the content of our curriculum across the Group, and the courses offered by the College.

It was reported that although a Climate Action Roadmap has been published for Further Education, this is fairly generic and provides useful stages on the journey to NetZero that can be applied to both the College and Academy Trust. In this regard, the Roadmap has been included within the strategy and will be used as a guide for our journey (although not every step on the Roadmap will be applicable to both entities).

It was reported that College and Academy Trust were at the Emerging stage on the roadmap.

The Board **NOTED** the report and **APPROVED** the Group Sustainability Strategy.

Section 6 Governance & Accountability

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6. Governance

6.1 Board Review & Self Assessments

It was reported that the individual self-assessment and Board Review would be circulated to Governors for completion and would be reviewed again at the January Board.

6.2 Governance Guides

[Reading Room:](#)

AOC Code of Good Governance for English Colleges

The Board **RECEIVED** and **NOTED** the AOC Code of Good Governance for information.

- 6.3 Governor Link Scheme
Link & Visit Programme 2022/23
[Reading Room: Link Programme Guide](#)
[Reading Room: Visit Updates](#)

The Board **NOTED** the visits and link programme and expressed thanks to Governors how had been involved in visits.

7. AOB: None reported.

8. Next meeting dates

- Group Finance Committee: 3 November
- Group Audit Committee: 24 November
- Corporation Board: 8 December

Minutes APPROVED :



David Eastgate, Chair
8 December 2022