

**Minutes LSEC Corporation Development Meeting  
held on Wednesday 7 May 2025 from 5.30-7.30pm  
in person at Bromley Campus, Rookery Lane, Bromley BR2 8HE  
G22 Immersive Room**

**Corporation Governors**

David Eastgate (DE)	Chair
Louise Nadal (LN)	Vice Chair
Mark Burnett (MB)	Vice Chair
Dr Sam Parrett, CBE (SP)	Group CEO & Principal
Mark Trinick (MT)	Governor
Angela Hands (AH)	Governor
Vince Fihosy (VF)	Governor
Kate Shiner (KS)	Governor
Sarah Lewis (SL)	Governor
Darren Kirwin (DK)	Governor
George Ryan (GR)	Governor
Philip LeFeuvre (PL)	Governor
Julie Asher Smith (JAS)	Governor
Paul Thorogood (PG)	Governor
Shirley Coen	Governor (tbc)
Elizabeth Funge (EF)	Governor
Teresa Langford (TL)	Staff Governors
Nicole Mundondo	Student Governor

**Governance Professional & Clerk to the Board**

Jennifer Pharo (JP)	Group Chief of Staff and 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 for Item 2: AI and Emerging Technologies**

Sub Dickerson	Deputy Principal
Ed Avenell	Group Chief Information & Estates Officer (tbc online)

Board Papers Published on Board Intelligence on 30 April 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.

## MINUTES

This is a scheduled Board Development Meeting which does not follow the business-as-usual agenda of Above and Below the Line Items.

The Corporation has two scheduled Board Development Meetings in each academic year.

These meetings focus on one or two areas of strategic development, which could be external policy changes or emerging changes or internal areas for decision, review or improvement.

### Welcome apologies and declarations of interest

Apologies received from Julie Asher Smith and Mark Burnett  
Online George Ryan, Nicole Mundondo and Darren Kirwin  
Philp Le Feuvre attended from 6pm

### Minutes of previous meeting held on 26 March 2025

Minutes of the previous meeting were **APPROVED**.

### Board Action Log

Action Log was reviewed and **NOTED**.

## PART A

Ref	Item
A1	Group CEO Update : Inclusive Governance (Presentation)
	<p>Group CEO presented on the Inclusive Governance Framework being adopted in the Trust alongside details of Trust Growth.</p> <p>It was reported that there is a key set of growth principles as regards the geographical location of new schools (60 miles or 1hour travel from Orpington, considered alongside strategic fit, values and capacity.</p> <p>It was reported that Inclusive Governance links strongly to belonging and social impact, and there is a case for change and how we approach governance in our Trust.</p> <p>It was reported that a recent Governance Review of the Trust had concerned how all voices can be heard and how do we connect all Community Governors with the Trust Board and wider with the central shared co-incidence of interest and further with our Group Strategy objective of People First and Place and Prosperity.</p> <p>It was reported that greater emphasis would be placed on ensuring a more democratic model with greater openness and clarity on decision making and transparency. Delegating better and being able to hold Senior Leaders to account at different layers and levels of Trust governance.</p>

	<b>Questions and Comments</b>
	<p>In response to questions on maintaining confidence in compliance, e.g. Senior Pay transparency, it was reported that there has recently been an FEC investigation into one College in this regard but that these were isolated case and the Corporation can have assurance in the internal controls and processes at LSEC. A number of intervention reports had been released by the DfE and a summary of these would be shared with Audit &amp; Risk Committee.</p> <p><b>ACTION:</b> GCGO to share intervention reports.</p> <p>In response to questions on the structure of governance, it was reported that the College could move to a Carver model and remove committees, including Group Committees. It was reported that we should continue to review and question our approach. The Trust has been a beneficiary of the College and vice versa the Trust has provided opportunities and developments for the College.</p> <p>In response to further questions on governance structures it was reported that 2/3 years down the line the landscape may be different, and we may want to consider or reconsider our group model. Our collaborative and group approach provides efficiencies and has served us well maintaining strong links and connections between the two organisations.</p> <p>In response to questions on political policy landscape it was reported that there could be a move to reposition LAs and consider mergers of small Trusts.</p> <p>In response to questions on governance arrangements and strategi approach to VAT for Colleges, it was reported that we are still watching the political landscape but that a possible redesignation of the College into a 6<sup>th</sup> Form within the Trust was still one possibility to eradicate the VAT issues and to be able to better support staff recruitment and retention.</p> <p>In response to questions on leadership capacity and stretch, it was reported that following recent changes in the Executive an interim solution had been put in place, with some additional resources into projects.</p> <p><b>ACTION:</b> Presentation to be shared with Corporation (GCGO-JP)</p> <p>The Board <b>NOTED</b> the presentation and update.</p>
<b>A2</b>	<b>Group Strategy Update</b>
	<p>The Board received an update on the progress against strategic objectives, presented by the Deputy CEO.</p>

	<p>It was reported that the College Operational Plan update for 2024/25 highlights good progress made across various strategic themes.</p> <p>It was reported that under the "People First" theme, the college has made notable strides in recruitment and retention, with onboarding times reduced to 32 days and induction completion rates improved to 80%. In addition, staff turnover has decreased to 15.8%, and sickness days lost per FTE have dropped to 6.8 days. The Board were advised that over 90% of staff participated in the latest CPD Day, and 93% of teaching staff now have Level 2 English/Maths qualifications.</p> <p>It was reported that for strategic goal "Performance and Practice", the college has successfully introduced new teaching technologies and exceeded learner recruitment targets. AI tools like Co-pilot and Teacher Matic were being utilised, and immersive rooms are now used for some tutorials.</p> <p>The Board were advised that learner satisfaction remains high, with 89% of students rating the college positively. However, attendance rates are slightly below target at 80%, though apprenticeship attendance exceeds the 85% target.</p> <p>It was reported that for "Prosperity and Place" objectives, there were positive financial outcomes, with an Education EBITDA budget of £3.3m and a pay-to-income ratio of 65.8%. The college had also made some progress in sustainability initiatives, including the commencement of works on the new Greenwich BREEAM Outstanding campus and the introduction of new green courses. Major projects like the completion of new Immersive IT labs and Green Skills Labs have also been achieved.</p> <p>Overall, the college has demonstrated improvements in key areas, with positive trends in staff retention, learner satisfaction, and financial sustainability. While some challenges remain, particularly in attendance rates, adult income and embedding of sustainability in curriculum, the college is on track to meet its strategic goals and continue enhancing its operational effectiveness.</p>
	<p><b>Questions and Comments</b></p>
	<p>In response to questions on Ofsted and student safety it was reported that the FEC team had visited Bromley Campus and did not identify any significant issues around safety. Some redesign of student spaces and common room would be completed for September 2025.</p> <p>In response to questions on student feedback and national surveys, it was reported that benchmarks with other similar providers are used – target to achieve 90% for overall student satisfaction.</p> <p>The Board NOTED the update</p>

<b>A3</b>	<p><b>Project Mayflower LSEC AI &amp; Emerging Technology</b></p>
	<p>Deputy Principal-SD and Group CIEO presented on Project Mayflower our strategic project for AI and emerging technology, which outlined the purpose of the project, the key milestones and objectives.</p> <p>The presentation evoked lots of questions on the use of AI in the College, capacity and resources required to maintain and develop momentum and any barriers faced by both delivery and support teams.</p> <p>It was reported that there was a spikey profile across the organisation with some departments and areas leading the way.</p> <p>The Board were advised that many different tools and applications were being used, the development of content and resources for teaching was still a challenge and support was required to keep momentum.</p>
	<p><b>Questions and Comments</b></p>
	<p>In response to questions on impact on and changes to delivery of English and Maths and how students might learn ,it was reported that AI would be able to support learners on how they structure their learning and personalise to focus on areas of weakness.</p> <p>In response to questions on other benefits in using AI Tools for teaching, it was reported that AI materials and content can be interactive and engaging.</p> <p>In response to questions on Project Mayflower, it was reported that this had commenced with college wide audit of tools and review of different developments already underway. A project manager had been commissioned to undertake a discovery phase, gathering evidence from across the organisation.</p> <p>In response to questions on types of tools being used and/or developed in was reported that chatbots, adaptive platforms and AR/VR in STEM were in use and development. A SEND pilot was also underway using immersive technology.</p> <p>In response to questions it was reported that further CPD would be provided. Digital Champions were being recruited in each area and</p> <p>In response to questions on infrastructure and guardrails, it was reported that infrastructure is mature in the College, with heavy use of Microsoft and Co-Pilot as an AI tool alongside MS Teams for meetings and delivery.</p>

	<p>In response to questions on resourcing, it was confirmed that new positions had been created for Learning Technologist and Head of Emerging Technology, with posts to be filled by October.</p> <p>In response to questions on governance policy and information, it was reported that further considerations would be taken to adapt the Group Policy Statement on AI for 2026 and as recommended in this statement convene a regular AI Steering Group which would cover ethical considerations.</p> <p>In response to questions on copy right for content and development, it was reported that generative AI tools allow individuals to be creative but there is a need to keep some controls and monitoring on the development aspects. It was reported that there are some controls on the platforms used.</p> <p>In response to questions on the reviewing skills needs for future workforce, and the core skills that young people will need to secure employment, it was reported more work was required to assess the criteria against national databases like EMSI. In addition, it was suggested that Review Boards for each sector area may be a way forward to evaluate and develop AI products.</p> <p>In response to questions on learning from what student want in terms of technology and resources it was reported that a mechanism for getting student feedback was very important.</p> <p>In response to questions on what we stretch test the constant changes and risks, it was reported that strong guidance and policies on this were required without out being to fix and static and the AI Steering Group would retain oversight in particular around risk.</p> <p>It was reported that an AI Lead Governor would be appointed to support on this.</p> <p>The Board thanked the presenters and NOTED the update.</p> <p>DP-SD and Group CIO-ED left the meeting.</p>
<b>A4</b>	<b>Governance Matters</b>
	<b>A4.1 Annual Leave Policy Update</b>
	<p>The Board received the Annual Leave policy for review and APPROVAL.</p> <p>It was reported that that policy had been updated, specifically concerning the provisions for buying and selling annual leave.</p> <p>It was reported that previously, employees were permitted to request the buying or selling of up to <b>5 working days</b> of annual leave, per leave year. This limit has now been <b>increased to 10 working days</b>, with the additional provision that <b>exceptional requests to buy or sell more than 10 days</b> may be considered.</p>

	<p>The Board were advised that such requests will be subject to exceptional circumstances and will require approval through the appropriate final authorisation processes.</p> <p>All requests to buy or sell annual leave will be subject to:</p> <ul style="list-style-type: none"> <li>• Business needs and service requirements,</li> <li>• Budget availability,</li> <li>• The employee's health and wellbeing,</li> <li>• Compliance with the <b>Working Time Directive</b>.</li> </ul>
	<p><b>Questions and Comments</b></p>
	<p>None raised the policy was <b>APPROVED</b> as presented.</p>

AOB & Date of Next Meeting: **Wednesday 9 July 2025**



**Approved David Eastgate, Chair of Corporation  
9 July 2025**