

Meeting: Corporation Strategy Meeting

Date & Time: 15 May 2018 @ 17.00

Venue: C1/C2 Orpington Campus

Present: Stephen Howlett (Chair), Sam Parrett, Nicholas Bennett, Marek Michalski, Charles Yates, Katy Woolcott, Angela Hands, Kath Clarke, Alan Carey, David Eastgate, JT, Barry Spencer, James Jefferies

In Attendance: Jon Allen (Clerk), John Hunt (Group Chief Financial Officer), and Mary Herbert, David Lambert, Ashley McCaul, Jenny Pharo and Louise Wolsey (agenda item 7 only)

1	<p>Apologies for Absence Apologies were received from Stephen Brain, Mark Burnett and Penny Bance.</p>	
2	<p>Declarations of interest There were no declared interests against any of the agenda items.</p>	
3	<p>Minutes of the last Meeting Held 20 March 2018 These were approved as an accurate record of the meeting.</p>	
4	<p>Action Log Updates were received on each of the outstanding action points from the previous meeting.</p> <p>It was reported that further work is in progress on the reporting of in-year trends in the Performance Scorecard and this would be subject to further review at the forthcoming Curriculum & Quality Committee to be held on 23 May.</p> <p>The GDPR audit is taking place in May and outcomes of the audit to be reported to the Audit Committee.</p> <p>Any Group Executive salary recommendations are to be taken to the Remuneration Committee meeting on 3 July.</p> <p>It was confirmed the remaining agenda items are covered through agenda items at this meeting (governance review and gender pay).</p>	
5	<p>Chair's Action Photocopier and Printer Contract The Corporation noted the decision taken under 'Chair's Action' to award a four year contract extension to Apogee for photocopier and printer equipment and servicing.</p>	
6	<p>Gender Pay Gap The 'LSEC Gender Pay Gap Report' was received for information purposes.</p> <p>In line with the new regulation it was confirmed the report has been published on the College website.</p> <p>There were no issues of concern arising from the analysis of pay data and the report was NOTED.</p>	

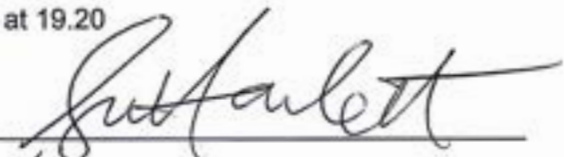
<p>7</p>	<p>LSEEG Property Strategy</p> <p>In attendance for this agenda item were members of the Executive.</p> <p>Mark O'Reilly, (Director - Just Ask Scarlett Ltd) and John Murphy (Partner, Box Clever Consulting LLP) were in attendance to present a summary and overview on the current LSEC estate and the plans for developing a coherent estates strategy.</p> <p>The purpose for this agenda item was outlined as follows:</p> <ul style="list-style-type: none"> • Understand rationale for Estates Strategy • Review progress to date on Woolwich • Establish principles of governance for capital projects • Make some decisions - Greenwich development, Plumstead site disposal • Give some strategic direction <p>The presentation outlined a number of key decisions being put to the Corporation for approval.</p> <p>In terms of the first key decision, it was AGREED to progress the development of an Estates Strategy.</p> <p>Although an Estates Strategy by its very nature will lead to the need for the Corporation to make key decisions on estate and property matters, key decisions and a steer on direction of travel are required now on some aspects of the estate to help inform the development of an Estates Strategy.</p> <p>Woolwich:</p> <p>In terms of the proposed site development, the following benefits were noted:</p> <ul style="list-style-type: none"> ➤ Town centre location ➤ Better transport links ➤ Land gifted by the Royal Borough of Greenwich (RBG) that will result in match funding to the value of the land from the GLA fund <p>In terms of disadvantages, the following points were noted:</p> <ul style="list-style-type: none"> ➤ No street frontage offered by RBG ➤ Lack of car parking ➤ Compulsory Purchase Order may be required to deliver overall site ➤ Timescales and deliverability driven by RBG ➤ Timescales may extend beyond GLA funding end date ➤ Covenant issues <p>The College's property advisers confirmed that they are meeting with officers from the RBG and they are seeking a direction of travel outline from the Corporation on how they should approach this meeting.</p>	<p>SP/JH & Advisers</p> <p>Advisers</p>
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	<p>The Corporation AGREED that there must be more flexibility from the RBG on road frontage; that the covenant issues must be addressed; and also to be addressed are the concerns on the lack of available car parking spaces.</p> <p>Plumstead:</p> <p>Options on the Plumstead site were outlined.</p> <p>The Principal reminded governors that when the College agreed to the acquisition of Greenwich Community College an exceptional grant funding of £5m was awarded to the College. It was agreed that any future equity release from the sale of the campus would be used to pay off the grant.</p> <p>To redevelop the Plumstead site would enable the timescales and deliverability to be fully within LSEC control. The redevelopment of the site would result in excellent road frontage.</p> <p>However, redeveloping this would result in reduced land receipts and reduced GLA match funding. There would be decant costs and disruption during the building work.</p> <p>In discussion, it was agreed that any new College built on the Plumstead site must be on the road and not to the rear of the site. In terms of providing residential accommodation above the College this was deemed to be acceptable as there would be separate controlled entrances to the college and resident accommodation.</p> <p>At some stage the Corporation will have to make a final decision on what would be the best option for Greenwich - to have a new build in Woolwich or to redevelop the Plumstead site. No decision can be made on this today as a business plan and options appraisals for both sites is required. However, when a submission is made for GLA funding the Corporation will have to make a decision on which of the two options to pursue, as only one application can be made to the GLA.</p> <p>The property advisers recommended that for timely decision making in what will be a fast moving development, consideration should be given to setting up a capital committee with appropriate delegated authority to provide oversight and to make decisions on behalf of the Corporation.</p> <p>It was AGREED that the current strategy group should be used for this purpose, and post 01 August, for the proposed LSEEG Group Board to take on this responsibility.</p> <p>The Chair thanked the two property advisers for their detailed presentation.</p> <p><i>(The property advisers and members of the Executive left the meeting at the conclusion of this agenda item)</i></p>	<p>SP/JH & Advisers</p> <p>JA</p>
<p>8</p>	<p>Governance Review - LSEEG Trustee/Governor Membership</p> <p>Following the Governance Review Report and the approval agreed at the last LSEC Corporation meeting to set up a LSEEG Group Structure, the LSEC Board is asked to approve the Trustee/Governor membership from 01 August 2018 covering the LSEEG Group Board, the LSEC Board and</p>	

	<p>Standards; the Trust Board and Standards, the LSfG Board, and the LSEEG Group Committees.</p> <p>The Clerk confirmed the proposed membership is fully compliant with the legal advice made available from Julian Blake, who at the time of making the advice available was the External Governance Consultant Partner, Social Enterprise, Charity, Public Services and Education at Bates Wells Braithwaite; and concurs with the Terms of Reference for the LSEEG Group Board drafted by Julian Blake that was approved at the last LSEC Corporation meeting.</p> <p>The Chair welcomed the proposal in the report to change the status of the two current elected Councillors from governor status to that of Local Authority Link Members with no governor status. The aim is to put in place regular update meetings between the Local Authority Link Members and the Chair and Principal to enable the Group to keep in regular contact with strategic developments in its local authority catchment areas. The Chair thanked Nicholas Bennett and Stephen Brain for agreeing to be the LA Link Members for Bromley and Greenwich respectively. The Chair confirmed that a LA Link Member for Bexley would be sought.</p> <p>The observation was made that the ex-officio membership of the LSEEG Remuneration Committee has resulted in all male membership of the Committee. It was agreed that when recruiting the independent member to this Committee the priority must be to improve the diversity of the membership of the Committee.</p> <p>It was RESOLVED to approve the LSEEG Trustee/Governance Membership proposed in the report with effect from 01 August 2018.</p>	<p>JA</p>
<p>9</p>	<p>Governance Review - LSEEG Scheme of Delegation</p> <p>The Corporation was asked to note and comment on the draft of the LSEEG Scheme of Delegation that will be subject to further review, including appropriate legal review, before approval is sought from the LSEC Corporation, LSEAT Trust Board, and the LSfG Board at their respective July Board meetings.</p> <p>The Clerk confirmed the draft LSEEG Scheme of Delegation fully is in-line with the legal advice made available from Julian Blake, who at the time of making the advice available, was the External Governance Consultant Partner, Social Enterprise, Charity, Public Services and Education at Bates Wells Braithwaite. The draft LSEEG Scheme of Delegation concurs with the Terms of Reference for the LSEEG Group Board drafted by Julian Blake that was approved at the last LSEC Corporation meeting.</p> <p>A concern was raised that to date there has been little or no consultation with Trustees on the Board of the Multi Academy Trust on the proposal of introducing a Group Structure with an overarching Group Board advising the independent Boards on strategic matters. In response the Clerk stated that the first requirement was to seek and obtain LSEC Corporation approval for the LSEEG Group Structure and the direction of travel outlined in the draft LSEEG Scheme of Delegation. Once approval had been confirmed, consultation will then take place with Trustees, the two Trustee Executive Headteachers, the Trust's Education Adviser, as well as Trustees from</p>	

	<p>London Skills for Growth. Each of the independent Boards will be asked to approve the final draft of the LSEEG Scheme of Delegation at their respective July Board meetings. The Clerk was able to confirm that under the new LSEEG Group structure there will be no changes made to the current Articles of Association that governs how the Trust operates as any changes to the Articles has to receive Department of Education approval. The main change is that the LSEEG Group Board will become a committee of the Trust and will advise and recommend on strategic matters for the Trust Board to consider.</p> <p>It was RESOLVED:</p> <p>(i) To note the direction of travel outlined in the draft Scheme of Delegation for the LSEEG Group;</p> <p>(ii) For draft LSEEG Scheme of Delegation to be subject to further review involving the Group Chief Accounting Officer;</p> <p>(iii) For the final draft of the LSEEG Scheme of Delegation be subject to legal review to ensure full compliance with all statutory requirements, and</p> <p>(iv) That approval for the final draft of the LSEEG Scheme of delegation is sought from the LSEC Corporation, LSEAT Trust Board, and the LSfG Board at their respective July Board meetings.</p>	<p>JA</p> <p>JA</p> <p>JA</p>
<p>10</p>	<p>Any other Business</p> <p>The Principal made available an update on a recent stabbing incident that involved a student from the College. Assurances were sought, and received, on the support being given to the student and those affected by the incident. In addition, the Principal reaffirmed the robust actions that have been taken, and continue to be taken, to ensure there is a robust response to the growing culture of knife crime.</p> <p>The Chair reported that he had received an email from Andrew Slade following his recent departure from the College to take up a new job role. Andrew had requested that through the Chair his best wishes be passed on to members of the Corporation. The Chair placed on record the Corporation's thanks to Andrew for his services to the College.</p> <p>Withy the departure of Andrew Slade there is now just two senior post holders - the CEO/Principal and the Group Chief Financial Officer. To ensure there are three senior post holders as previously agreed by the Corporation, it was RESOLVED for the post of Chief Operating Officer College to be a designated senior post.</p>	
<p>11</p>	<p>Date of Next Meeting Tuesday 03 July 2018 @ 1800</p>	

The meeting closed at 19.20

Signature of Chair: 

Date: 3/7/18

