

**Minutes of the meeting of the South Bank Colleges Board
held at 4.00pm on Wednesday, 17 November 2021
Meeting via Microsoft Teams**

Present

Ruth Farwell (Chair)
Andrew Owen (Vice-Chair)
Steve Balmont (*from minute 15*)
Sue Dare
Moriam Folawiyo (*from minute 8*)
Shakira Martin
Mee Ling Ng
David Phoenix

Apologies

Nigel Duckers
Jacqui Dyer

In attendance

Benjamin Baker (*for minute 9*)
Michael Broadway
Richard Flatman (*for minutes 1 – 12*)
Paul Ivey
Rachel McCafferty
Fiona Morey
Jacqueline Mutibwa
Wayne Wright

1. Welcome and apologies

The Chair welcomed the trustees to the meeting. The above apologies were received.

End of year report and accounts 2020/21

The Chair noted that an additional meeting had been convened on 23 November 2021 to approve the 2020/21 year end reports, which will be consolidated in the LSBU group accounts to be approved on 25 November 2021.

2. Declaration of Interests

No member declared an interest in any item on the agenda.

Sue Dare informed the Board about her consultancy work at East Sussex College, though there was no conflict of interest in regard to items on the agenda.

3. Minutes of the previous meetings

Meeting held on 29 September 2021

The Board approved the minutes of the meeting held on 29 September 2021 as an

accurate record and their publication, as redacted.

4. Matters arising

The Board noted the update on matters arising from the previous meeting. The Chair would send a letter concerning FE sector staff pay to either DfE or AoC at an appropriate time.

5. Update on Equality, Diversity and Inclusion (EDI) Matters

The Board received a progress update on EDI work being undertaken by the College.

The Board discussed:

- the College's affiliation with the Black Further Education Leadership Group (BFELG) established in July 2020 and associated action plan. The action plan would inform the College's CPD programme.
- that the EDI work plan should include actions relating to the student body and noted that there was an action in the College's self-assessment report (SAR) and Quality Improvement Plan on closing the achievement gaps in the identified ethnic groups and to raise the achievement rates for disadvantaged/minority groups.
- work being undertaken on bullying and harassment. A pulse survey on EDI work would be undertaken and an update provided to the Board.

The Board noted the positive report and the support received from the LSBU EDI team on EDI Professional development.

6. Executive Principal's Report

The report provided an update on the key areas of the College since the last meeting in September 2021.

The Board discussed:

- the final 2020/21 achievement data which was in line with data presented at the last Board meeting in September 2021. The drop in performance was due to the arrangements for the awarding of qualifications for 2020/21. The performance on functional skills programmes had a significant negative impact on the overall achievement outcome. These were assessed through examinations with no adaptations unlike the GCSE programmes which used teacher assessed grades (TAGs). A new specification for functional skills qualification had been introduced for 2020/21 which also had an impact on performance (as acknowledged by Pearson the awarding body in their analysis of outcomes for 2020/21).
- the performance of apprenticeships which had dropped significantly and was an area of concern which required intervention and improvement. The poor

performance was mainly due to furlough and redundancies associated with the pandemic.

- the 2020/21 Self-Assessment Report (SAR) which had been discussed in detail and recommended to the Board for approval by the Quality & Improvement Committee at its meeting of 11 November 2021. The SAR had been externally validated and agreed that the overall effectiveness of the College continued to be self-assessed as 'Good'. The College's areas of strength, improvement and development were noted including that adult provision was outstanding in some, but not consistently all, areas. The Board approved the 2020/21 SAR (appendix 1).
- the updated Quality & Improvement Plan 2021/22 which had been discussed and recommended to the Board for approval by the Quality & Improvement Committee at its meeting of 11 November 2021. The updated plan would address the areas for improvement identified in the SAR 2020/21. The Board approved the updated Quality & Improvement Plan 2021/22 (appendix 2).
- an update on the discussions with the trade unions on the 2020/21 pay award dispute and the impact of the ten days of industrial action by UCU. The Board noted the offer of 1% non-consolidated pay award (for those earning under £27k) and two days extra leave at Christmas. UCU were considering the offer with its members. There was a risk of a further industrial action if an agreement is not reached.
- the Human Resources KPIs. An overview of the workforce composition and the trends analysis for the last three academic years was noted (appendix 3).
- the proposed Curriculum KPIs and targets 2021/22 and performance against target for 2020/21 which had been reviewed and recommended to the Board for approval by the Quality & Improvement Committee at its meeting of 11 November 2021. The Board approved the proposed Curriculum KPIs and targets for 2021/22 academic year.
- the 2021/22 enrolment performance. The 16-19yrs enrolment figure was below the budget target and due to the lagged funding would have a significant impact on the budget for 2022/23 (approx. £2m). It was a key risk for the College and a recruitment drive was underway to attract more 16-19 year olds to the College. Adult enrolment performance was positive.
- the student journey from application to enrolment project. The new process was expected to improve the conversion rate from application to enrolment and retained students. The Board would be provided with student progression and destination data at its next meeting in February 2022.
- an update on health & safety matters and actions being taken to manage the risks associated with the Covid19 pandemic. The College continued to respond to DfE and local public health guidance.
- an update on the developments at London South Bank Technical College (LSBTC) in preparation for its opening in September 2022. Work on developing

the curriculum offer and building a sustainable curriculum delivery model across SBC was underway.

- a positive achievement concerning a Lambeth College student who had been shortlisted by the Association of Colleges (AoC) for Adult Learner of the year. The winner would be announced at the AoC conference later in November 2021.

7. Accounting Officer's Report

The Accounting Officer provided an update on key matters at the College.

The Board noted:

- a progress update on the College's IT infrastructure work. The Network Replacement project had been delayed due to the BT Openreach inter-site link which had not yet been installed. The planned LSBU group integrated infrastructure services were noted which had also been delayed. The Accounting Officer reported that the cyber insurance renewal had been unsuccessful, as the sector was considered 'high risk' as a result of a number of cyber incidents. An incident response service was in place as mitigation. The Board acknowledged the IT challenges faced by the College; the impact on staff teaching and student learning and that work was being progressed to address the issues with LSBU support.
- an update on health and safety issues. Remedial work to address the legionella incident in the water supply at the hair & beauty salon had been undertaken, including a full inspection by Sayvol Environmental Services and had given assurance on the safety of the water supply. Health and Safety policies had been updated and work being undertaken on fire safety was noted.
- an update on fire doors. Inspection work would be carried out by the contractor Gunfire and remedial work should take place over the Christmas/New Year period. The mitigation measures including more regular fire drills were noted.

Project Working Group meeting held on 8 October 2021

The Board noted the notes and action sheet arising from the meeting. It was noted that the group would oversee the estates project roadmap and workstreams that would deliver the new estates strategy i.e. development, curriculum, finance and IT. The need to balance investment in the new site with cost containment and transition to a new delivery model was noted. The next meeting would be held on 6 December 2021.

8. Chief Financial Officer Report

Moriam Folawiyo joined the meeting

The report provided an update on the financial performance of Lambeth College.

The Board discussed:

- the 2020/21 year-end financial position. The budget deficit for the full year before pension costs was £2.4m against the approved budget deficit of £1.7m. The 2020/21 year end accounts had not yet been finalised with the auditors.
- the 2021/22 budget which was approved by the Board at its last meeting in July 2021 and modelled on a budget deficit of £1.4m before pension costs. The full year operational forecast did not take into account the Transaction Unit grant funding to match the operating loss expected or the anticipated £1.8m pension costs that may arise at the financial year end. This was likely to be the final year in which Transaction Unit funding will be available to the College.
- the year to date at the end of September 2021. Income was in line with budget expectations. Staffing costs showed an under spend of £788k (25% lower than budget) which was mainly due to timing of subcontractor costs not yet incurred for year to date.
- ESFA year-end statutory reports that the College would submit to ESFA by 31 December 2021.
- GLA and ESFA delivery target of 97% would be factored in the financial planning for the 2021/22 academic year.
- 2021/22 student enrolment performance which was a significant risk to delivering the 3-year business plan. The plan was developed on assumptions linked to student enrolment targets i.e. growth in 16-18+ (ESFA) funding which was below the budget target and would have a significant impact (approx. £1.9m) on the budget for 2022/23. Failure to achieve the targets, would result in budget adjustment and prompt action being undertaken to ensure delivery of the approved budget for the year. The project working group would oversee the reorganisation of the staff structure that was needed to deliver a cost effective curriculum delivery model and would need to be in place when the new technical college starts operating.

The Board was concerned about the College's financial position and the challenge in achieving the financial turnaround and a financially sustainable model. Further work needed to be undertaken on developing other budget strategies and not rely on student growth at the new provision at Vauxhall to improve the financial situation. This would be closely monitored by the project working group.

9. Health & Safety Annual Report 2020/21

Benjamin Baker joined the meeting

The Board was presented with the SBC Annual Health and Safety Report 2020/21 academic year. The Board had approved the updated Health & Safety Policy 2021/22 at its last meeting on 29 September 2021.

The Board noted the key highlights and challenges in 2020/21, good progress had been made on learning, innovation and future developments.

The Board thanked the LSBU group Health & Safety team for the positive report and support provided to the College.

Benjamin Baker left the meeting

10. Update from the Students' Union President

The Student Union (SU) President gave a report on the recent work being undertaken by the SU which included; Black History Month activities, anti-bullying campaign, sexual harassment and LGBT. The SU had produced a video on anti-bullying which would be shared with trustees.

The Board suggested that the SU programme should include climate change. The Board noted the comprehensive approach taken by the FE Climate Action Roadmap and the link would be shared with trustees. An LSBU Group approach would be taken on climate change and environment issues which would involve staff and student engagement.

The SU President noted students' dissatisfaction with the catering service provided at the College. The catering service would be reviewed and benchmarked to assess its performance, address the issues and make improvements.

11. Update on Estates Programme

The Board was provided with an update on progress made on the development of the Vauxhall campus.

The demolition work on the Vauxhall site in preparation for the new Health Skills & Life Science Centre (Block B) had been completed.

The Board received a progress report on the NESC project (Block A). The construction work was progressing well and the Practical Completion date was 15 September 2022. A site tour of the new London South Bank Technical College would be arranged for trustees in spring 2022. The Board also noted:

- GLA signature was awaited on the new Deed of Variation to recover the 2020/21 underspend and that it's carried forward to 2021/22 and 2022/23.
- a decision was awaited on the stage 2 grant application (£10.5m) for funding from the FE Transformation Fund to support the provision of Blocks B & D at Vauxhall Campus (submitted on 8 October 2021) which was expected in January 2022.

12. Update on London Realty

The Board received an update.

Richard Flatman left the meeting

13. Electricity Sub-Station Lease on the Vauxhall Campus

The Board discussed the proposal for SBC to grant a 99 lease at a peppercorn rent to Last Mile Electricity Ltd. to install and maintain the electricity sub-station to serve Block A (NESC) on the Vauxhall Campus. The existing sub-station had been removed as part of the demolition work on the Vauxhall site.

The Board noted:

- the lease which had been negotiated by Eversheds, LSBU external solicitors for property matters (attached to the report).
- DfE approval had been granted for the lease dated 11th October 2021, as required under the asset deed (attached to the report).
- LSBU Major Projects and Investment Committee at its meeting of 11 November 2021, had given consent on the disposal of the asset as it was outside the ordinary course of SBC's business.

The Board approved that SBC grants a lease to Last Mile Electricity Ltd for a sub-station to be provided in the new NESG building at Vauxhall.

14. Updated Single Equality Scheme 2021/22

The Board approved the updated Single Equality Scheme 2021/22.

15. Audit Committee - Revised Terms of Reference

Steve Balmont joined the meeting

At its meeting of 10 November 2021, the SBC Audit Committee discussed and agreed the proposed changes to its terms of reference in order to comply with the provisions in the updated Post 16 Audit Code of Practice 2020/21 published in 2021.

The Board approved the revised terms of reference of the Committee.

16. Public Benefit Guidance

The Board noted the public benefit guidance and that the draft public benefit statement for SBC was included in the annual report and accounts for 2020/21.

17. Updated AoC Code of Good Governance

The Board was presented with an updated version of the AoC Code of Governance, published in September 2021. The Board noted the key changes to the AoC Code of Governance.

18. Report from Committees

The Board noted the report from Committee meetings held since the last meeting on 29 September 2021.

19. Any other business

Safeguarding and Prevent Assessments

The Chair noted that FE governors are required to undertake mandatory assessments on safeguarding and prevent. She reminded trustees to complete the

assessments as soon as possible. On the prevent assessment, the Principal gave assurance that the College had a prevent risk assessment and action plan in place.

AoC Annual Conference – 17 November 2021

The Board received feedback on the event from Wayne Wright, Deputy Principal. Highlights were: government announcement of £3bn more funding for further education, there would be an additional hour of teaching for 16-19 year olds as part of the funding settlement to catch up, a slowing down of the review of vocational qualifications including BTECs and that DfE would take a more 'evidence based approach' to curriculum reform. The Shadow Secretary of State for Education noted LSBU group model as one of the new innovative HE/FE partnerships that had emerged with good practices.

**Date of next meeting
4.00 pm on Thursday, 24 February 2022**

Confirmed as a true record

(Chair)

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