

**Minutes of the meeting of the South Bank Colleges Board  
held at 4.00pm on Wednesday, 27 September 2023  
in Board room, Clapham campus, Gateway College**

**Present**

Ruth Farwell (Chair)  
Sue Dare  
Nigel Duckers  
Jacqui Dyer  
Thesia Kouloungou  
Mario Meizah  
Mee Ling Ng  
David Phoenix

**Apologies**

Andrew Owen  
Steve Balmont

**In attendance**

Michael Broadway  
Richard Flatman  
Monica Marongiu  
Fiona Morey  
Jacqueline Mutibwa  
Ian Rule  
Wayne Wright

**1. Welcome and apologies**

The Chair welcomed the trustees to the meeting. The Chair also welcomed Thesia Kouloungou, independent trustee and Mario Meizah student trustee to the Board. She congratulated Mario on his election as the new Student Union President for 2023/24. The Board noted the appointment of Mario Meizah as the student trustee from 11 September 2023. The above apologies were noted.

The Board had just had a discussion led by David Phoenix, Accounting Officer on the governance arrangements between LSBU and SBC i.e. how the governance and service agreements would work in practice and provide the necessary protections for SBC using the IFM proposed model as a case study.

The session was followed by a presentation on SBC apprenticeship provision by Tim Weston, Director Career Pathways - STEAM. It was noted that the Board meetings would start with a presentation on the curriculum areas. The next presentation would be on English and Maths followed by T-Levels.

**2. Declaration of Interests**

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

### **3. Minutes of the previous meetings**

The Board approved the minutes of the meeting held on 12 July 2023 as an accurate record and their publication, as redacted.

### **4. Matters arising**

The Board noted the update on matters arising from the previous meetings and that some actions had been completed or were being progressed and are still ongoing.

### **5. Executive Principal's Report (Update on EDI matters, LSBTC and LGC reports)**

The Executive Principal's report would include an update on Equality, Diversity and Inclusion (EDI) Matters.

The Board discussed the key matters since the last meeting in July 2023.

The Board discussed:

- the 2022/23 predicted achievement at 86% though below target, it showed an improvement from last year. 2022/23 final achievement data would be presented to the Board at the meeting in November 2023. Apprenticeships predicted achievement was low which was mainly due to the legacy learners (who lost their jobs during the pandemic and are no longer on the programme). ESFA would continue to monitor the performance until there was an improvement. It was noted that Sue Dare was a non-executive director of the Apprenticeship Training Centre for the Manufacturing Technology Centre (AMTC).
- the 2023/24 recruitment. The current figures were positive and above budget target in particular for 16-18 year olds but lower than planned in apprenticeships. The risks included the Adult Education Budget (AEB) delivery to ensure that income exceeds the 97% budget allocation, growth on level 4 and T level provision. There was also a risk in relation to the conversion of applications to enrolments and the retention of new starters post 42 days in order to meet the 2023/24 recruitment targets and ensure financial sustainability. Students' attendance would be closely monitored and also ensure that they are on the right course. There was concern about the class sizes due to growth in student numbers on some courses and the impact on resources, teaching, learning and health & safety requirements. Management gave assurance that the class sizes were being monitored and the situation managed.
- SBC's overall performance against the 2022/23 educational and financial KPI targets agreed by the Board. Though the performance was slightly below the agreed targets, there was an improvement compared to last year. 2023/24 targets would need to be met to ensure a sustainable financial model.
- the AoC recommended staff pay award of 6.5% for 2023/24. 2023/24 staff pay award would be reviewed in light of the budget forecast and key performance indicators to consider whether it was affordable. The Board supported the AoC recommendation and would try to meet its proposal though it was mindful about

the budget position and the risks outlined earlier. The Board agreed to devolve to the Executive flexibility on the pay award to ensure that it is manageable within the budget. Discussions would be held with the trade unions about the matter.

The Board received updates on LSBTC and LGC performance, risks and developments including the opening of the brick work centre for apprentices (Lee Marley Partnership) and the developments at the green skills hub.

#### Update on Equality, Diversity and Inclusion (EDI) Matters

The Board noted an update on the EDI work undertaken by the College since its last meeting in July 2023.

### **6. Chief Financial Officer Report**

The Board discussed the 2022/23 year-end financial position and 2023/24 current financial performance.

The Board discussed:

- the 2022/23 year-end financial position which was in line with the full year forecast of £992k budgeted operating deficit position. This was subject to year end accounting and audit adjustments which had not yet been finalised. The key adjustments were expected to be in relation to depreciation, release of capital grants and pensions.
- the year to date position at the end of July 2023. The current budget performance was in line with the budget expectations, though there was an increase in expenditure on staff costs, non-pay expenses and partnership payments. Performance on financial contribution was still below budget (10.3%) due to the lower than usual income in July. The cash flow position and projections were positive.
- the key risks to delivering the 2023/24 budget was still the forecasted income from some streams though forecasted for growth i.e. AEB provision, student and loan fees. Management gave assurance that the agreed operating budget would be achieved.

The Board noted the positive report on the year end accounting and audit work, current financial performance and forecasts.

*Jacqui Dyer left the meeting*

*Ian Rule left the meeting*

### **7. Accounting Officer's Report**

The Board discussed the key matters since its last meeting in July 2023.

The Board discussed:

- an update on closure of Phase 1 NESC project (Block A). The financial closure report would be presented to the Board at its meeting in November 2023.
- an update on Phase 2 Blocks B and D and that good progress had been made on the design and pre-planning application work of the project and the temporary accommodation at Clapham campus. The scheme had been redesigned due to the substantial increase in cost (circa £17.02m) and that further work to block D was being considered. The educational curriculum space was set out in the report and was noted. The project working group would consider the proposal to reconfigure blocks B and D and the impact on the curriculum offer at its meeting in November 2023.
- an update on the Reinforced Autoclaved Aerated Concrete (RAAC) on SBC's property stock following the recent concern about the structural risk of the material. A review had been undertaken on the college's most recent building survey/inspection carried out in March 2021 which showed that there was no use of RAAC as a building material during construction. Additional assurance was provided by Fluker's Bailey Russell following further inspection of buildings at Clapham on 6 September 2023. A full report from the building survey would be available and DfE requirements on the matter had been met.

An update on Health & Safety and ICT matters was noted.

## **8. Update from the Students' Union President**

The Students' Union (SU) President gave a report on the recent activities undertaken by the SU. The 2023/24 academic year Freshers events at both Clapham and Nine Elm campuses were successful.

The SU President noted the recent initiatives undertaken by the SU. The charity boxes initiative had not only promoted a culture of giving but also a sense of unity among students and contributed to the betterment of the college community. There was the introduction of suggestion boxes throughout the college to ensure that the voices and ideas of students are heard, and the feedback received was invaluable in guiding the SU decision-making and prioritising improvements that truly matter to the student body. The roles and responsibilities of the SU members had been clearly defined to improve transparency and accessibility. This initiative had not only improved the effectiveness of the SU but also increased student engagement with the SU.

The Board supported the initiatives undertaken by the SU and that a communication channel between SU and SLT needed to be established. The SU President would engage with the LSBU SU President on sharing resources and providing pastoral support to students on progression and common issues faced by both student bodies.

## **9. Trustees Appointment Procedure**

The Board was presented with the proposed trustee appointment procedure which set out the agreed approach to trustee recruitment for the different types of trustees as set out in the articles of association.

The Board approved the trustee appointment procedure.

#### **10. Updated Health & Safety Policy 2023/24**

The Board discussed the updated 2023/24 Health & Safety Policy.

The Board noted the changes to the policy. The updated policy would be amended to include the role and responsibilities of the Board, the term 'governors' replaced with 'trustees' and the abbreviations would be spelt out (sections 4.8 and 5.3).

The Board approved the updated Health & Safety Policy 2023/24, subject to the amendments being made.

#### **11. Updated Single Equality Scheme 2023/24**

The Board was presented with the 2023/24 updated policy, which had been discussed in detail and recommended to the Board for approval by the Quality & Improvement Committee at its meeting on 13 September 2023.

The updated policy would be amended to include the role and responsibilities of the Board and the term 'governors' replaced with 'trustees'.

The Board approved the updated Single Equality Scheme 2023/24, subject to the amendments being made.

#### **12. Stakeholder Engagement Strategy**

The Board was presented with the proposed SBC Stakeholder Engagement Strategy for approval. The AoC Code requires the Board to ensure that the college has in place a range of strategies for engaging with employers and other stakeholders (5.6). The strategy set out how SBC would engage with its external and internal stakeholders to enable it to deliver its mission and strategy for education that meets the needs of its stakeholders. The strategy had been discussed in detail and recommended to the Board for approval by the Quality & Improvement Committee at its meeting on 13 September 2023.

The Board approved SBC's Stakeholder Engagement Strategy.

#### **13. Safeguarding & Prevent Policy 2023/24 and Annual Report 2022/23**

The Board was presented with the 2023/24 updated policy, which had been discussed in detail and recommended to the Board for approval by the Quality & Improvement Committee at its meeting on 13 September 2023.

The updated policy 2023/24 had been reviewed against the updated statutory guidance, Keeping Children Safe in Education September 2023 (KCSIE Sep 2023). The Board noted the key changes and updates to the policy. The Board recognised the proposed change to the shortlisting process which would include carrying out an online search as part of the due diligence of the shortlisted candidates (section 7.1). The proposed change would be further reviewed and the Board provided with an update on how the matter could be dealt with.

The Board:

- approved SBC Safeguarding & Prevent Policy 2023/24.
- noted the Safeguarding & Prevent Annual Report 2022/23.

#### **14. Teaching, Learning & Assessment Strategy 2023/24**

The Board was presented with the updated Teaching, Learning & Assessment Strategy 2023/24, which had been discussed in detail and recommended to the Board for approval by the Quality & Improvement Committee at its meeting on 13 September 2023.

The Board noted the key changes and updates and approved the updated Teaching, Learning & Assessment Strategy 2023/24.

#### **15. Declaration of Interests - Update**

The Board authorised the new declared interests of Thesia Kouloungou, independent trustee and Fiona Morey, Executive Principal. The Board noted the updated trustees register of interests 2023/24.

#### **16. Quality & Improvement Committee – Revised Terms of Reference**

At its meeting of 13 September 2023, the Quality & Improvement Committee discussed and recommended its revised terms of reference to the Board for approval.

The Board noted the proposed change to the Committee's membership: "The Committee shall comprise of up to 6 members including the Executive Principal and the LSBU Pro Vice Chancellor Education" (3.1).

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

#### **17. Trustees Reimbursement of Expenses Policy**

The Board was presented with the proposed Trustees Expenses Policy for approval.

The Board approved the proposed Trustees Expenses Policy for SBC.

#### **18. Board Annual Work Plan 2023/24**

The Board noted the annual work plan and meeting dates for 2023/24.

#### **19. Report from Committees**

The Board noted the report from Committee meetings held since the last meeting in July 2023.

#### **20. Any other business**

There was no other business.

**Date of next meeting**  
**4.00 pm on Wednesday, 22 November 2023**

**Confirmed as a true record**

(Chair)

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