

**Minutes of the meeting of the South Bank Colleges Quality & Improvement Committee  
held at 4pm on Wednesday 8 February 2023  
Meeting via Microsoft Teams**

**Present**

Sue Dare (Chair)  
Nigel Duckers

**Apologies**

Moriam Folawiyo

**In attendance**

|                    |   |
|--------------------|---|
| Fiona Morey        | Executive Principal                           |
| Wayne Wright       | Principal LSBTC                               |
| Monica Marongiu    | Principal LGC                                 |
| Clare Dignum       | Director of Teaching & Learning               |
| Michael Smith      | Director of Student Engagement and Well-being |
| Deborah Johnston   | Pro Vice Chancellor Education                 |
| Jacqueline Mutibwa | Clerk to SBC Board                            |

**1. Welcome and apologies**

The Chair welcomed the Committee Members to the meeting and confirmed that the meeting was quorate.

**2. Declarations of Interest**

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

**3. Minutes of the previous meeting**

The minutes of the meeting held on 9 November 2022 were approved as an accurate record.

**4. Matters arising**

The Committee noted the update on matters arising from the previous meeting and that all actions had been completed.

**5. Student Survey Report 2022/23**

The Committee discussed the outcome of the student perception of the College (SPOC) survey for autumn 2022 (Term 1 2022/23) on various aspects of the College life, experience, key strengths and actions to address the concerns identified.

The Committee discussed:

- the outcome of the SPOC survey report 2022/23 which was benchmarked against 75 similar colleges surveyed by QDP. The overall response rate was 23% compared to 49% last year and lower than previous years. The low response rate was due to a member of staff managing the process going on maternity leave before a replacement could be sourced. The overall perception of learners who strongly agree/agree was at 84% compared to 87% in 2021/22.
- the areas that learners felt most satisfied with was the teaching on English and Maths courses and understanding the importance of how work placements help develop employability skills. There was concern about the low number of learners who had received health and safety briefing especially as it was a key feature of the induction programme and the matter would be investigated. The number of students on a functional skills or GCSE course had fallen which could have been due to the change in the delivery of the courses.

The Committee noted that student focus groups were being held to ascertain and have a better understanding of the causes of the dissatisfaction.

There was discussion about the low response rate and the survey process that had been followed which needed to be consistent. A short report setting out the process that was followed to enable the students to have the opportunity to fully participate in the survey (a summary of the students' survey process) would be presented at the Committee's next meeting.

The Committee noted that the report was too detailed and that an executive summary would be helpful with the report as an appendix.

## **6. In-Year Achievement Report, Retention and Attendance Report**

The Committee received an update on retention and attendance for the current academic year.

The Committee discussed:

- the additional set of progress reviews which were being undertaken to further improve the accuracy of achievement data so that a more realistic predicted achievement data for 2022/23 is presented at the next meeting in June 2023.
- the work being undertaken to improve the apprenticeship outcomes following the poor performance last year 2021/22. The quality and delivery were being reviewed.

- the overall attendance performance which was at 74.2%, a drop from the previous year and lower than any time during the past three years. The performance reflected a similar trend at the national level.
- the attendance strategies and that a consistent approach across the College was needed. The strategy needed to differentiate between young and adult learners. The reasons for the low attendance identified by the teachers and managers across the College were noted. A different approach to managing attendance had been introduced which identified five distinctive groups of learners with low attendance and the various strategies that would be used with each group to improve performance. The activity would be undertaken at the curriculum level and would be part of the curriculum performance reviews. The effectiveness of the strategies for each group of learners would be reported in future reports.
- the overall retention rate which was positive, 16-19 yrs was at 96.6% and 19+ was 96.5%, the performance was similar to the same time last year.

The Committee was concerned about the poor attendance especially in English and Maths. It noted that though the retention rate was positive, low attendance would have an impact on outcomes and that more work needed to be done.

## **7. English and Math**

The report gave an overview of the current English and Maths progress including attendance, retention and various interventions being undertaken to improve the outcomes.

The Committee discussed:

- the 2022/23 predicted achievement for GCSE English and Maths which would be known after the March 2023 mock exams and the completion of students' assessments. Attendance remained an area of concern which had an impact on achievement and would be an area of focus after the move to the new LSBTC. The interventions to improve the outcomes were noted.
- the strategy for 16-18 yrs students to transition from functional skills qualification to GCSE qualification. The strategy was due to the 2021/22 functional skills achievement and the need to improve the performance. It would also widen students' progression pathways. The trial was progressing well though with challenges.
- the overall retention rate which was at 93.6% and had dropped since the last report in November 2022. This was due to the strikes, delay in staff recruitment and management restructuring. The various interventions in place were noted.
- the overall attendance performance which was at 74.2%, English and Maths was 63.3%. The various interventions in place to improve the performance and also help to review the attendance strategy were noted. Attendance remained a significant

challenge and a consistent approach across the College was needed to address the matter. The Committee received assurance from the Senior Leadership Team that attendance was a key area of their work especially on the opening of the new LSBTC.

## **8. Apprenticeship Report**

The Committee discussed an update on the apprentice provision and work being done to improve the performance in light of the 2021/22 SAR and the Ofsted report in 2022 which identified it as requiring improvement.

The Committee discussed the apprentice provision which had been reorganised i.e. the management, delivery and the responsibility for the area of work was shared with LSBU. The quality of the provision was being reviewed.

The Committee noted the 2022/23 recruitment and retention rate which was still low and the work being undertaken with LSBU to increase the take up and the engagement with businesses. Growth was a challenge and subcontracting would be considered.

## **9. 2023/24 Curriculum Offer and Review 2022/23 including T Levels**

The Committee was presented with the proposed 2023/24 curriculum offer which was developed to meet key stakeholders' needs and aligned with key policies and strategies.

The Committee discussed:

- the curriculum offer which had been developed through a three-year curriculum plan designed to support growth, development of new provision and deliver a sustainable financial model supported by the annual business planning and growth cycle. It was aligned to the estates strategy agreed by DfE, aligned with the LSBU Group and SBC strategic plan.
- the curriculum strategy which focussed on the growth of LSBTC offer including apprenticeships, T levels and Level 3-4 provision. The new T level and apprenticeship offer was noted.
- the key drivers of the proposed curriculum offer. T levels were driven by government policy and would be delivered alongside BTECs which would be phased out between 2023/24 and 2025/26 as additional T levels are introduced each year. This would ensure that there were opportunities for different learners as well as progression pathways for different learners. T levels would only be delivered if the planned recruitment target was met. There was concern about the impact on achievement due to the profile of the students the College recruits. The College needed to be responsive to key national policies and strategies and it did not want to miss out on T level funding, opportunities and the student market share by attracting a wider cohort.

- how the transition period would be managed i.e. the introduction of T levels, phasing out BTECs and staff capacity to deliver T levels which would require different skills from those for BTECs. Staff were being supported with the CPD programme which included T levels.
- the four curriculum areas flagged as red when assessing the strategic alignment of the offer i.e. hospitality and catering, performing arts, travel and tourism, hair and beauty. These would be reviewed further in consultation with key stakeholders. The Local Skills Improvement Plan would publish the priority areas in March 2023.

The proposed curriculum offer would be presented to the Board for consultation at its meeting in February 2023. The final report together with the Accountability Agreement to the ESFA would be presented to the Board for approval at its meeting in May 2023.

## **10. Stakeholder Engagement Strategy**

The Committee was presented with the draft SBC Stakeholder Engagement policy for consultation.

The Committee noted the draft policy which sets out SBC's partnership work with key stakeholders and its accountability that its offer meets their needs and responds to key policies and strategies. The policy was aligned with the Accountability Agreement which the Board would be signing at its meeting in May 2023.

The Committee noted that AoC required FE Boards to publish their Stakeholder Engagement Policy on the college website (at least annually). SBC's policy would be finalised at the end of the academic year 2022/23; presented to the Committee and recommended to the Board for approval in September 2023.

## **11. Review of the IT systems in place to support the Learning Strategy**

The item was deferred at the last meeting in November 2022.

The Committee received a verbal report. The Committee noted that the IT infrastructure work was progressing well and most of the services had now been upgraded and migrated to the Group Infrastructure. A written report would be circulated to the Committee members before the next meeting in June 2023.

The Committee discussed the Clapham decant strategy, its impact on learning and how the provision would be delivered and managed. It was noted that the temporary building would be better than the current one and that the decant strategy was being considered by the Project Working Group.

## **12. Safeguarding and Prevent Monitoring Report**

The Committee received a report on the College's safeguarding provision and its impact for Term 1 and 2 of 2022/23 academic year.

The Committee discussed the Safeguarding and Prevent activity during term 1 and 2 2022/23 and the College's response to emerging issues. The Committee noted that mental health remained the highest disclosure type and the initiatives in place to address the issues were noted. On Gender transition, the issue concerning students name change would be considered.

### **13. Teaching, Learning & Assessment Report**

The Committee was presented with an update on Teaching, Learning & Assessment work undertaken as of January 2023.

The Committee discussed:

- an update on observations of Teaching & Learning activity which was progressing well. The outcomes of the quality reviews in Hair & Beauty and Hospitality, Construction and Inclusive Learning were noted. The findings would support the development of professional practice and inform the CPD programme.
- feedback provided by teachers to students which was a key area of development identified in the 2021/22 SAR and needed to be improved so that students are clear as to how to improve their work. Student focus groups had been held regarding their understanding of feedback and the findings were noted. Work was being done to help students recognise feedback in all its forms such as developing a written feedback model, workshops and CPD sessions on feedback were being run on what constitutes good practice.
- an update on the CPD programme. This year's CPD programme had been designed based on the concepts of the '9 Elms' educational framework and also included themes on feedback, digital learning and Green Curriculum. Attendance had been positive.
- an update on employer engagement. The College was establishing relationships with employers on the delivery of the T levels curriculum and industrial placements to ensure that the curriculum meets employer needs. A lot of work was being undertaken on employer engagement.

### **14. Digital Learning Strategy and Action Plan**

The Committee discussed SBC's digital learning strategy & action plan for 2022-24.

The Committee noted that digital transformation would have a significant impact on teaching and learning which would be included in the action plan. The Committee approved SBC's digital learning strategy for 2022-24 and noted the action plan.

## **15. Update on London South Bank Technical College**

The Committee received an update on LSBTC performance against KPIs and targets for 2022/23. The key area of concern was staff utilisation (88%) was below the FE benchmark of 98%. On staff costs as a % of income, the target was 69% which was high compared with FE benchmark of 65%. Staff costs would be further reviewed so that the central costs are apportioned between the two colleges i.e. based on the number of students.

As of 31 January 2023, attendance rates were below target though retention was positive. The developments at the College were noted.

## **16. Update on Lambeth Gateway College**

The Committee received an update on LGC performance against KPIs and targets for 2022/23. Attendance remained an area of concern especially in English and Maths though retention was positive. The developments at the College were noted.

## **17. Sub-Contracting Monitoring Report**

The Committee noted the update on SBC's 2022/23 sub-contracting and partnership activity.

## **18. Updated Quality Improvement Plan 2022/23**

The Committee discussed the updated QIP 2022/23 which sets out the College's operational objectives that must be achieved within the academic year along with the progress made. It was a working document which would address the areas for improvement identified in the College's SAR 2021/22, the Ofsted inspection in March 2022 and actions that had been brought forward from QIP 2021/22. The document had been approved by the Board at its meeting in November 2022.

The Committee noted the key actions that the College would focus on in 2022/23 which included improving attendance and the opening of the Nine Elms campus.

The Committee noted that progress and impact to date were missing and needed to be included in the action plan. It also noted that the actions had no due dates allocated to them which could impact on the timeliness of them being achieved. On improvement objectives for leadership and management (item 4), these would be reviewed in 2023/24 QIP to include more objectives linked to 2022/23 SAR.

## **19. Any Other Business**

### Review of Committee agendas

There was concern about the number of items on the agenda. The agenda would be streamlined so that it was more manageable to enable the Committee to have adequate time for discussion. The matter would be considered by the Chair of the Committee, Executive Principal and the Clerk.

On future Committee reports, there would be some changes to the presentation of reports to reflect the two separate colleges under SBC.

Trustee to replace Shakira Martin on the Committee

It was noted that another independent trustee was needed on the Committee to replace Shakira Martin who had stepped down from the Board in November 2022. The matter would be discussed with the Chair of the Board.

Quality & Improvement Committee meeting – 20 June 2023

The next Committee meeting would be held at LSBTC Nine Elms campus.

**Date of next meeting  
Tuesday, 20 June 2023**

Confirmed as a true record

(Chair)