

**Minutes of the meeting of the additional SOUTH BANK COLLEGES BOARD
held on Thursday 4 December 2025 at 4-6.30pm, Technopark, 1B16**

Present

Ruth Farwell (Chair)
Steve Balmont
Sue Dare (Vice Chair)
Chris French
Issa Issa
Paul Kett
Karlene Morrison-Briscoe
Sophia Okosun
Lydia Song

In attendance

Anna Bazeos, Board Secretary
Alex Bush, Group Chief People and Legal Officer (for item 6)
Simon Cruickshank, Group CFO (on Teams)
Craig Hanlon-Smith, Principal LSBTC
Chris Knell, Vice-Principal, Finance and Performance
Mark Law, RSM (on Teams for item 10)
Monica Marongiu, Principal Lambeth College
Fiona Morey, CEO
Andreas Raffel, Chair of LSBU Board

1. Chair's Business

The Chair welcomed Trustees to the meeting and extended a special welcome to Karlene Morrison-Briscoe at her first Board meeting. She also welcomed Chris French, Paul Kett and Sophia Okosun at their first in-person Board meeting and noted the attendance of the Chair of the LSBU Board as an observer.

2. Declarations of Interest

Ruth Farwell and Paul Kett declared an interest in the agenda item relating to Estates/Plot C by virtue of their membership of the LSBU Board. Issa Issa declared a new interest, noting his recent appointment to the Planning Committee at Lambeth Council.

3. Minutes of Previous Meeting

The Board approved the minutes of the meetings held on 15 July 2025 and 5 November 2025 as true and accurate records.

4. Actions

The Committee noted that all items were either complete or included on the agenda, with two ongoing matters, sustainability and the additional section in the management accounts, remaining on the action list for continued monitoring. The Chair confirmed that succession planning remained a priority and assured the Board that it continued to be appropriately progressed.

The Committee requested that “due by” dates be added to the action list in future.

Action - AB to add “due by” dates to the action tracker.

5. **Executive Principal’s Report**

The Committee received an update on quality, recruitment and key developments for the SBC Autumn term. The College had self-assessed as Good for 2024/25, with strong achievement for young people and adults and weaker outcomes for apprenticeships. Recruitment for 2025/26 was reported to be on target. Ongoing developments continued to align with the College’s strategic direction and the emerging Group Strategy, reflecting national, regional and local education and skills priorities.

The Committee noted that the self-assessment report (SAR) had been discussed in detail at the pre-Board development session with the Ofsted inspector. The Board approved the SAR and the associated Quality Improvement Plan, as recommended by the Quality and Improvement Committee.

Apprenticeships were discussed in detail, including delivery modes, tracking systems and strategic concerns regarding sustainability and funding. It was agreed that apprenticeship delivery required reshaping to improve both financial contribution and quality.

Action - FM to provide an update on apprenticeships at the March Board meeting, with an interim report circulated in February for review by the Quality Committee.

The Board noted that a Low Carbon Technician apprentice was highly commended at the Mayor of London Adult Learning Awards and that the College has been accredited as London’s only WorldSkills Centre of Excellence. The Board congratulated the College on these achievements.

6. **Accounting Officer’s Report**

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

7. **Plot C**

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

8. **Report from Students Union President**

The Board received a report from the Students' Union President outlining ongoing challenges with engagement and attendance among Students' Union members. The Executive reaffirmed its commitment to supporting the Students' Union in enhancing student engagement and strengthening links

with the LSBU Students' Union. Trustees also assured the student trustee of their support to help increase engagement and amplify the student voice.

The Board discussed the importance of gathering student feedback beyond surveys to ensure an accurate understanding of the student experience. It was proposed that the Student Trustee provide feedback to the February Quality and Improvement Committee to help strengthen the feedback mechanisms and enable a more detailed discussion of the issues.

ACTION - AB to add an item to the February Quality and Improvement Committee agenda to receive an update from FM on the student experience, student voice, and feedback mechanisms.

9. Vice Principal for Finance and Performance Report

The Board discussed the Vice Principal's Report, which provided a summary of the sector update, year-end performance supporting the annual report and accounts, P3 October management accounts, finance KPIs, and internal control matters, including an outline of the detailed report to the Audit Committee.

[REDACTED]

[REDACTED]

10. Annual Report & Accounts for the year ending 31 July 2025 and year end approvals

The Board discussed the audit process and noted that it had not proceeded entirely on schedule, highlighting the importance of reviewing the process to identify improvements for future years. The financial statements and accounts were pending further consideration by the Audit Committee. The Board acknowledged that the annual report, financial statements and letter of representation would need to be approved either via email or through a short online meeting together with the Audit Committee's annual report to the Board once the Audit Committee had met again.

The auditor confirmed that no material issues had been identified, although some deliverables remained outstanding and the audit findings report

required finalisation. The Board agreed prior to Audit Committee completing its work that the annual report and financial statements in their current form could be commented on by members, with any substantial updates communicated promptly to members.

The Board sought assurance regarding the Going Concern status and questioned whether any circumstances could arise that would affect this position. Management confirmed that the organisation remains a going concern and noted that the Board receives an annual letter of comfort from LSBU.

Action - PK to report back to the Board at the March meeting following an after-action review of the audit process to identify areas for improvement.

Action - The finalised annual report to be circulated to all Board members for review, with any changes from the Board pack version clearly highlighted.

Action – Audit Committee to consider the final audit findings report, annual accounts and report and letter of representation prior to further consideration by the Board by email or an online meeting.

11. SBC Health & Safety Policy 2025-26

The Board reviewed the updated Health and Safety Policy for 2025–26, noting that revisions were made to ensure continued legal compliance and alignment with LSBU Group governance arrangements. The Board also noted the clarified scope of the Health and Safety Management System across all SBC campuses, including the addition of an explicit legal compliance statement. Updated objectives for 2025–26 and strengthened definitions of roles and responsibilities across the organisation were also highlighted.

The Board noted that the Policy had been reviewed through the Health and Safety Committee consultation process.

The Board approved the revised Health and Safety Policy.

12. Approval of updated Safeguarding Policy 2025-26

The Board approved the updated Safeguarding Policy 2025-26, as recommended by the Quality and Improvement Committee.

13. Annual Register of Interest update

The Board conducted its annual review of the Register of Interests, including updates for existing members and new entries. The Board approved the Register of Interests, subject to an update to Issa's declaration regarding his new position on the Planning Committee at Lambeth Council.

14. Reports from Committees

The Chair of the Audit Committee provided an additional verbal update on the Committee meeting held two days prior to the Board meeting.

15. **Any other business**

The Chair informed the Board that this would be the Vice Principal for Finance and Performance's final meeting, as he would be leaving SBC in February. The Board thanked him for his contribution and extended its best wishes for his future endeavours.

16. **Forward Work Plan and Board Development Sessions 2025-2026**

The Committee noted receipt of the forward work plan and Board development sessions for 2025-26.

Date of next meeting

Tuesday 3 March 2026 4-6pm at Board Room, Clapham Campus

Confirmed as a true record



..... (Chair)