

## Meeting of the Finance, Planning and Resources Committee

4.00 - 6.00 pm on Tuesday, 6 July 2021  
via MS Teams

### Supplement

<i>No.</i>	<i>Item</i>	<i>Pages</i>	<i>Presenter</i>
9.	SBC annual performance and value review: presentation slides	3 - 12	FM

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# South Bank College FPR July 2021 Update

# Building a High Performance College

## VALUES & BEHAVIOURS

**Our Values**

**Our Behaviours**

- EXCELLENCE**
  - We set and drive high standards consistently aligned to the college strategy, leading by example
  - We place the success of the college and the people it serves at the centre of our own job roles
  - We actively seek constructive feedback and opportunities for professional development
- PROFESSIONALISM**
  - We follow best practice and challenge poor performance
  - We give constructive feedback in a supportive way
  - We do what we say we are going to do
  - We are respectful and respect other people
- INTEGRITY**
  - We treat each other, the college and our community with respect at all times
  - We act honestly, ethically, consistently and legallly at all times
  - We reflect on how our emotions and behaviours impact on others
- INCLUSIVITY**
  - We report and challenge inappropriate behaviours and views, gossip and rumours
  - We see ourselves as agents of social change and equality
  - We embrace and celebrate the diversity of backgrounds and perspectives of our staff and students
- ACTIVITY**
  - We embrace change and take responsibility for making change happen
  - We keep up to date with new practices and learn from others
  - We have the confidence to take considered risks

**Our Behaviours**

- We bring forward solutions and options, not just identify problems
- We all share responsibility to create a safe and healthy environment one which maximises students and staff progress
- We celebrate success and excellence
- We will develop our professional skills, be curious and willing to learn
- We are all accountable for the future success of the College and every job role is linked to the College's purpose
- We promote leadership and growth within every layer of the College
- We recognise the contributions of others and value them equally
- We support, listen and empathise rather than rushing to judgement
- Everyone within the community of Lambeth College has a part to play and we share responsibility for its success
- We address misunderstandings and resolve disagreements
- We ensure all voices are heard and we are open to new ideas and ways of working
- We are fair in our decisions and we believe in treating colleagues and students with kindness, respect and compassion
- We suggest ways to improve and develop as a college in collaboration with other colleagues
- We are versatile and flexible and use our combined skill to find solutions
- We have passion for the job we do

OUR AMBITIONS YOUR FUTURE 2020-25  
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## PURPOSE / VISION

**LSBU Group  
Corporate Strategy  
2020-2025**

LSBU | GROUP



## STRATEGIC PLAN

**OUR AMBITIONS  
YOUR FUTURE  
2020-25**

Lambeth College  
LSBU | GROUP

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# Building a High Performance College

## OPERATIONAL PLAN

## PERFORMANCE AND PROCESS MANAGEMENT

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B4 fx Operational Plan

Top 10 Success Statements - 2021 - 2025	
Plan No:	Operational Plan
<b>Fit for the Future</b>	We have a sustained financial model that secures the future of SBC.
<b>Access to Opportunity Real World Impact</b>	We have established Lambeth College and London South Bank Technical College leading to a significant increase in the number of students accessing high quality gateway and technical education.
<b>Access to Opportunity</b>	We are known for being a diverse and inclusive college that has a positive impact on social mobility and social justice.
<b>Access to Opportunity</b>	We have a strong reputation for highly responsive employer partnerships, meeting industry needs and providing high-quality career pathways as part of our unique LSBU Group education family.
<b>Student Success</b>	All our students, regardless of background, are successful in achieving their qualifications with achievement and destination rates in the top 10% of colleges.
<b>Student Success</b>	All our students are supported in developing gateway qualifications in English, maths and digital skills to level 2+.
<b>Student Success</b>	We have a strong reputation with students for providing excellent personalised support and enhancing our students' experiences through rich and impactful enrichment programmes that support their future success.
<b>Student Success</b>	All our students have access to high quality careers advice and guidance and are confident in their next steps with 100% positive destinations.
<b>Real World Impact</b>	We are externally recognised for the quality of our expertise, professional practice and research in relation to lifelong learning.
<b>Fit for the Future</b>	We are valued for being a diverse and inclusive workplace where staff thrive and there are no barriers to recruitment and career progression.



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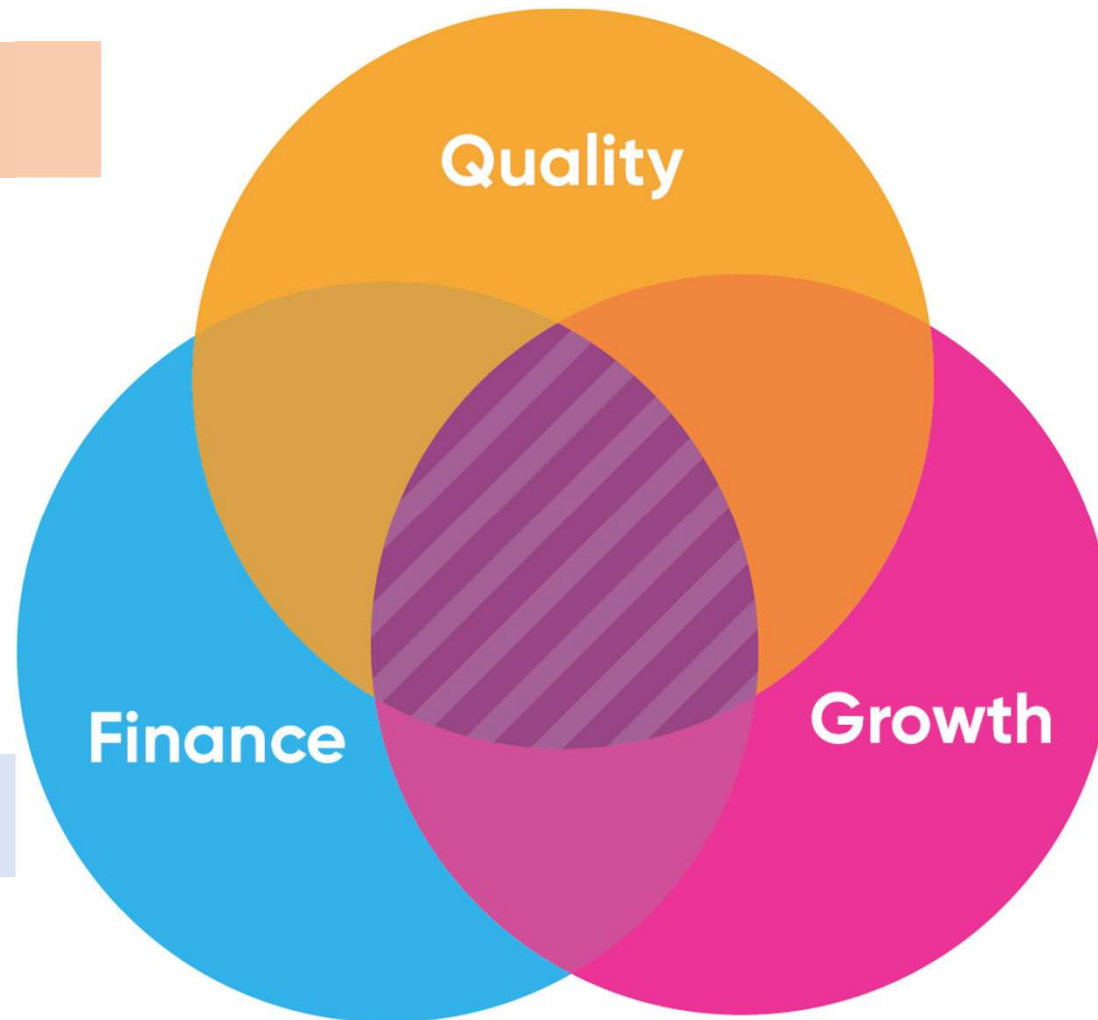
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184 fx COLLEGE 5 year KPIs DRAFT June 21

Outcome		19/20 actual	National benchmark	20/21 target	21/22 target	22/23 target	23/24 target	24/25 target	
<b>Strategic Priority one - Access to Opportunity</b>									
1	1a	Experience of work	90%	NA	90%*	70%	80%	90%	100%
2	2a	Growth in young people recruitment	1207	NA	1350	1350	1450	1600	1700
3	2b	Growth in adult recruitment	8454	NA	6862	8500	9500	10000	10500
4	2c	Growth in apprenticeship recruitment	82	NA	107	143	250	400	600
5	3	Growth in level 3 and 4 enrolments	578	NA	330	380	450	600	700
6	4a	Increase in progression from LC to LSBTC	51	NA	1bc	70	90	120	200
7	4b	Increase in progression from LSBTC to LSBU	45	NA	50	55	65	75	85
8	5a	Application young people	2876	NA					
9	5b	Applications adults	10054	NA					
10	5c	Application to 42 days?	21%	NA	28%	30%	45%	60%	65%
<b>Strategic priority two - Student Success</b>									
11	6	Attendance	84%	NA	88%	88%	90%	91%	92%
12	7	Register completion	100%	NA	100%	100%	100%	100%	100%
13	8a	Young people retention	93%	91%	93.50%	94%	95%	96%	96%
14	8b	Adult retention	96%	95%	96%	97%	97%	98%	98%
15	8c	Apprenticeship retention	78%	69%	78%	78%	80%	85%	90%
16	9a	Young people achievement	84.00%	83%	84%	84%	87%	89%	90%
17	9b	Adult achievement	90%	90%	92%	92%	94%	96%	98%
18	9c	Apprenticeship achievement	72%	67%	72%	78%	80%	82%	84%
19	10	Increase students leaving the college with L2+ English and maths	24%	NA	28%	30%	35%	40%	45%
20	11a	Young people positive destination	85%	NA	90%	90%	90%	98%	99%
21	11b	Adult positive destination	61%	NA	80%	80%	85%	90%	96%
22	11c	Apprenticeship positive destination		NA	90%	95%	100%	100%	100%
23	12a	Close achievement gaps <3 gender		NA	None	None	None	None	None
24	12b	Close achievement gaps <3 ethnicity			>3%	>3%	>3%	>3%	>3%
25	12c	Close achievement gaps <3 disability			>3%	>3%	>3%	>3%	>3%
26	12d	Close achievement gaps <3 FSM			>3%	>3%	>3%	>3%	>3%
27	12e	Close achievement gaps <3 LAC			0%	0%	0%	0%	0%
28	12f	Close achievement gaps <3 HE			0%	0%	0%	0%	0%
29	13	Increase in progression to L2+	65%	NA	68%	70%	72%	75%	75%
30	14a	Student satisfaction - overall	86%	NA	90%	92%	94%	95%	96%
31	14b	Student satisfaction - support	87%	NA	90%	92%	94%	95%	96%
32	14c	Student satisfaction - TLA	89%	NA	90%	92%	94%	95%	96%
33	14d	Student satisfaction - digital technologies	83%	NA	90%				
34	15a	Observations - % of lessons where quality of student learning is good+	85%	NA	85%	87%	88%	89%	90%
35	15b	Externally validated self-assessment	Good	Good	Good	Good	Good	Outstanding	Outstanding
36	15c	Ofsted assessment	RI	Good	RI	Good	Good	Outstanding	Outstanding
<b>Strategic priority three - Real World Impact</b>									
37	16	Partnership satisfaction	NA	NA	NA	88%	90%	92%	94%
38	17	Employer satisfaction	NA	NA	NA	86%	88%	92%	94%
39	18	Teaching staff engagement in professional development >30 hrs	92%	NA	100%	100%	100%	100%	100%
40	19	10/138 Staff engaged in research and enterprise	NA	NA	NA	15	20	25	30
41	20	12b Students engaged in work-ready programme (incl. entrecor)	NA	NA	EEP*	20%	45%	80%	90%

# Quality

Forecasted "Good"  
2022/23?



# Growth

London South Bank Techn  
College 22/23-24/25

Lambeth gateway Colleg

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# Finance

Keven Operating Budget  
surplus 23/24

## Summary overview SBC Budget 20/21 Onwards:

Item	20/21	20/21	20/21	21/22	22/23	23/24
Income and Expenditure	Budget CFAD Model £000	Budget set by SBC Board £000	Forecast out turn to end Jul 21 (May Man Accs) £000	Budget 2021-22 £000	Budget 2022-23 £000	Budget 2023-24 £000
Income	25,136	25,136	27,303	27,105	27,276	27,276
Expenditure	27,558	26,858	29,906	28,505	27,525	27,274
Operating Surplus/(Deficit)	(2,422)	(1,722)	(2,603)	(1,400)	(249)	2
Other Expected	(503)	(452)	(452)	(460)	(460)	(460)
Other Expected	(1,394)	(1,394)	(1,394)	(1,394)	(1,394)	(1,394)
Underlying Operating Losses	(4,319)	(3,568)	(4,449)	(3,254)	(2,103)	(1,852)

Headline Variances	Budget	Forecast	Variance
	£'000's	£'000's	£'000's
Income	25,136	27,303	2,167
Expenditure	26,858	29,906	3,048
Net Deficit	- 1,722	- 2,603	- 881

### Main Headline (unmitigated) Variances

- Staffing cost headline budget reduction of £800k : £340k secured: **£460k** not achieved
- IT Network investment: **£300k** - (commitment reported in year as financed by TU Grant)
- Additional Covid costs: **£80k**
- **Total £880k**

## Summary : Transaction Unit Funding: deferred grant funding release

TU Funding Balances	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Funding Provided	13,750,000					
Net (Deficit)/Surplus before FRS17 Costs		(-2,972,176)	(-2,603,000)	(-1,400,000)	(-248,700)	2,605
TU Funding Balance before Pension Costs	13,750,000	10,777,824	8,174,824	6,774,824	6,526,124	6,528,728
FRS17 Costs	(-1,112,714)	(-1,897,286)	(-1,853,000)	(-1,853,000)	(-1,853,000)	(-1,853,000)
Net Funding Remaining (after Pension costs)	12,637,286	7,767,824	3,311,824	58,824	(-2,042,876)	(-3,893,272)

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### Notes :

- Sufficient funding remains to support the in year deficit for 2020/21 and to end of 2021/22
- Transaction Unit Grant funding fully utilised by end of 2022/23 including absorption of estimated FRS 17 pension valuation costs (cash)
- Timing of potential London Reality transaction is not modelled within these full year out turns – potential land transaction surplus factored in
- Similarly curriculum modelling for new provision at SBC Technical College has not yet been modelled – uplift in operating position recognised once curriculum planning complete



## Summary : Transaction Unit Funding: Cash Funding Available

Transaction Unit Funding : Cash Position	Balance Available	Balance Remaining
	£13,750,000	
Year Ending 2019	(-£6,573,741)	£7,176,259
Year Ending 2020	(-£1,100,000)	£6,076,259
Year Ending 2021	(-£2,000,000)	£4,076,259
Network Infrastructure costs financed by LSBA	(-£1,076,000)	£3,000,259
Balance remaining for operating activities		£3,000,259

	2021/22		2022/23		2023/24
Net Deficit/(Surplus) before FRS17 Costs	(-1,400,000)		(-248,700)		2,605
<b>Add Back Non-Cash Items</b>					
Management Charge	900,000		900,000		900,000
Cash Received by LC in 20/21	(-474,000)				
Depreciation	1,312,500		1,312,500		1,312,500
<b>Movement (12m) Cash In +ve. Note: Operating Budgets (not capital)</b>	338,500	+ve	1,963,800	+ve	2,215,105

Notes :

As at end of July 2021 £3m of Transaction Unit Grant Cash funding remains available

2021/22 in year deficit anticipated as mainly non-cash deficit. Anticipated as cash generative over 12m (subject to timing of transactions)

2022/23 – similarly deficit anticipated as non-cash: financing for operational costs not expected to be required for budget financing

# SBU Group

Curriculum portfolio and career pathways development

Developing Level 4 HTQs and HNCs with Deans

Continuing work on student progression to LSBU and pre-entry articulation offer

Group Approach to apprenticeships

Working with SBA on alternative provision

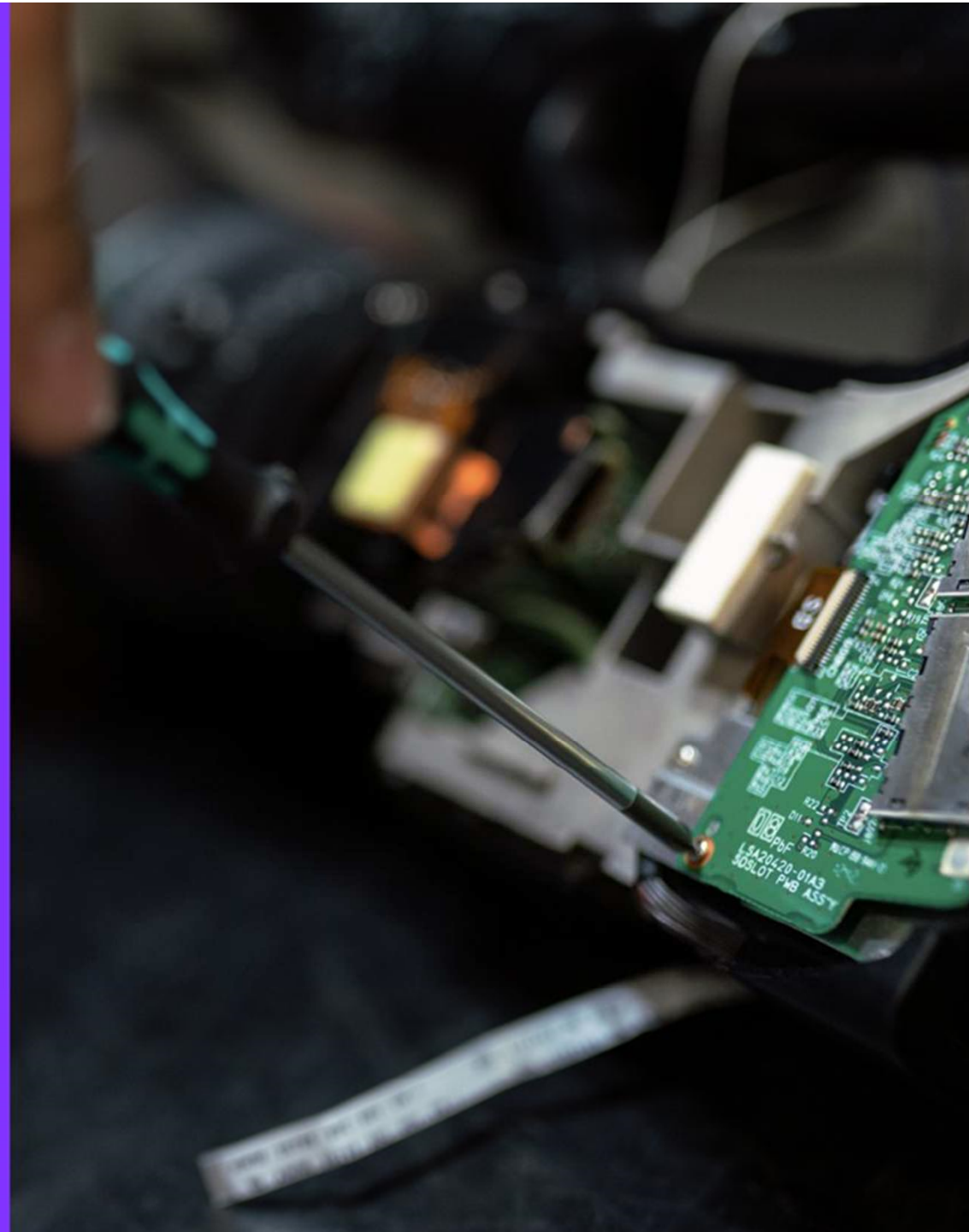
Group Health Skills Centre at Tabard Street

PSG integration



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