

Meeting of the South Bank Academies Board

4.00 - 6.00 pm on Tuesday, 25 June 2019

in South Bank Engineering UTC - South Bank Engineering UTC, 56 Brixton Hill SW2 1QS

Agenda

<i>No.</i>	<i>Item</i>	<i>Pages</i>	<i>Presenter</i>
1.	Welcome and apologies		HT
2.	Declaration of interest <i>Directors are required to declare any interest in any item of business.</i>		HT
3.	Minutes of previous meeting	3 - 8	HT
4.	Matters arising	9 - 12	HT
Items to discuss			
5.	Chair's progress report	Verbal Report	HT
6.	CEO's Report	13 - 16	NL
7.	Education update <ul style="list-style-type: none"> • Pupil progress • Safeguarding • SEND 	17 - 30	DC
8.	Management accounts - May 2019	31 - 38	CC
9.	SBA development pipeline update	39 - 42	NL
10.	Workforce priorities	To Follow	NL
For approval			
11.	Budget 2019/20 <ul style="list-style-type: none"> • 3 year financial forecast • Reserves spending plan 	To Follow	CC
Items to note			
12.	Board & SAB membership	43 - 44	HT
13.	Risk registers	To Follow	CC
14.	Summary of committee and School Advisory Board reports	45 - 48	AE
15.	Assurance visits report and governance training update	49 - 54	HT

<i>No.</i>	<i>Item</i>	<i>Pages</i>	<i>Presenter</i>
16.	Any other business	Verbal Report	HT

**Date of next meeting
4.00 pm on Tuesday, 17 September 2019**

Members: Hitesh Tailor (Chair), Richard Flatman (Vice-Chair), Douglas Denham St Pinnock, Tony Giddings, Nicole Louis, Fiona Morey, Lesley Morrison and David Phoenix

Apologies: Chris Mallaband

In attendance: Michael Broadway, Dan Cundy, Clym Cunnington and Alexander Enibe

**Minutes of the meeting of the South Bank Academies Board
held at 4.00 pm on Thursday, 28 March 2019
University Academy of Engineering - Trafalgar Street, London SE17 2TP**

Present

Richard Flatman (Vice-Chair, in the Chair)
Douglas Denham St Pinnock
Tony Giddings
Nicole Louis
Lesley Morrison
Chris Mallaband
David Phoenix

Apologies

Hitesh Tailor
Fiona Morey

In attendance

Michael Broadway
Clym Cunnington
Dan Cundy
Alexander Enibe

1. Welcome and apologies

The Chair welcomed everyone to the meeting, including Chris Mallaband to his first meeting as a director.

The above apologies were noted.

2. Declarations of interest

The Board noted interests of Richard Flatman, Douglas Denham St Pinnock, Nicole Louis and David Phoenix in the LSBU and SBA Governance Agreement (item 11).

3. Minutes of last meeting

The Board approved the minutes of the meeting of 11 December 2018 and the minutes of the email decision dated 7 March 2019, approving the following appointments:

- Hitesh Tailor (director and Chair of the Board from 14 March 2019)
- Fiona Morey (Director from 14 March 2019)
- Lesley Morrison (Chair of the UTC SAB from 8 March 2019)
- Chris Mallaband (Director and Chair of the UAE SAB from 8 March 2019)

The Chair confirmed that James Stevenson had resigned from the Board on 19 March 2019.

4. **Matters arising**

The Board noted the actions arising from the previous meeting.

Under item 4, the Board noted that the schools' health & safety team have joined the LSBU Group health & safety committee.

Under item 14, the Board noted that the policies are being finalised. The Board requested that the Business Manager agree the policy schedule with Chair of the Board prior to circulating to the Board.

5. **CEO's Report**

The Board discussed the CEO's report.

The Board noted that the Ofsted inspection final report of the UTC has been received.

Out of five categories covered by the inspection framework, the UTC was judged to be 'good' in two of the categories and requires improvement in the remaining three. The overall rating was 'requires improvement'. This was discussed in detail under the education update (item 6)

The CEO confirmed that a plan to implement rapid improvement in key areas has been developed with input from the UTC's School Improvement Advisor.

In responding to a question, the Executive Principal confirmed that the schools are not 'off-rolling' underachieving students.

The Board had a detailed discussion about the entry requirements for the UAE. The Executive Principal confirmed that the entry criteria were correct for the market.

The Board requested that the Executive Principal provide an update on the numbers of students that have been turned away as a result of entry requirements before the SBA strategy day on 14 May.

The Board discussed the company's strategy for 6th form provision. Further discussion would take place at the upcoming strategy session.

The Board discussed potential expansion opportunity which would be discussed in more detail at the strategy session.

6. **Education update**

The Board discussed the Education update.

The Board discussed the 'progress 8' data for the UAE which is behind national benchmarks. A number of intervention measures and support were being put in place to support students ahead of GCSE exams in summer 2019.

The Board requested that the Executive Principal circulate intervention plans for both schools.

The Board noted the UTC Ofsted update and action plan. The UTC SAB would be reviewing progress against the plan in detail.

The Board asked the Executive Principal how the implementation would be tracked. The School's Improvement Advisor will be supporting the school in the implementation, in addition she will be providing regular inputs, including unannounced visits to lessons to judge progress over time against the plans.

The next inspection was expected in 24-30 months.

The Board noted that the executive is looking at a trust-wide model for middle-leaders.

The Board requested the SBA 5-year staff investment plan to its next meeting on 25 June 2019.

7. Health & Safety report

The Board noted the Health & Safety report.

The Board noted that the LSBU Group health & safety committee will now include representation from SBA.

The Board noted that the online Health & Safety modules available for university staff on the LSBU Group website. The Business Manager would review their suitability.

8. Management Accounts to Feb 2019

The Board reviewed the management accounts to January 2019 for the UAE and UTC.

The Board noted that the management accounts for the UAE are forecasting a surplus of £653k against a budget of £217k.

The Board noted that the management accounts for the UTC are forecasting a surplus of £94k, in line with budget.

The Board requested that the Board meeting of 9 July 2019 to be moved to June 2019 to allow additional time for the SBA 2018/19 Budget review, approval and submission to the ESFA.

9. **Safeguarding reports**

The Board noted the Safeguarding reports from UAE and UTC.

The Chair of the UAE SAB confirmed that safeguarding processes are adequate and effective at the UAE. Ofsted had recognised good safeguarding systems at the UTC.

The Board noted that the safeguarding training for trustees would be done online, as this would be more convenient.

The Board requested that the Executive Principal provides the safeguarding numbers and circulate the updated safeguarding paper to the Board.

10. **Update on review of re-appointment of Kingston Smith as external auditors**

The Board approved the recommendation that Kingston Smith is appointed for one further year after which the contract will be retendered. The Board agreed that this will provide continuity.

A resolution would be put to the members for approval.

11. **LSBU and SBA Governance Agreement and Scheme of Delegation**

Richard Flatman, Nicole Louis, David Phoenix and Douglas Denham St Pinnock declared an interest in this item.

The unconflicted directors noted and approved the Governance Agreement between SBA and LSBU.

The Board approved the Scheme of Delegation.

12. **Judicium data audit report**

The Board noted the Judicium data audit report.

13. **Risk registers**

The Board noted the risk registers, which had been reviewed at the Audit committee meeting of 28 March 2019.

14. **Summary of committee and School Advisory Boards' meeting**

The Board noted the summary of Audit committee and School Advisory Boards' meetings.

**Date of next meeting
4.00 pm, on Tuesday, 14 May 2019**

Confirmed as a true record

..... (Chair)

This page is intentionally left blank

**SOUTH BANK ACADEMIES BOARD - THURSDAY, 28 MARCH 2019
ACTION SHEET**

Agenda No	Agenda/Decision Item	Action	Date Due	Officer	Action Status
4.	Matters arising	Figures of the Annual cost of living pay awards to be circulated to the Group CFO.	As soon as possible	Clym Cunnington	To do
		The Board requested that the Business Manager agree the policy schedule with Chair of the Board prior to circulating to the Board.	25 June 2019	Clym Cunnington	To do
5.	CEO's Report	The Board requested that the Executive Principal provide an update on the numbers of students that have been turned away as a result of entry requirements before the SBA strategy day on 14 May.	Before the Strategy Day	Dan Cundy	Verbal update
6.	Education update	The Board requested that the Executive Principal circulate intervention plans for both schools.	25 June 2019	Dan Cundy	see note below
		The Board requested the SBA 5-year staff investment plan to its next meeting.	25 June 2019	Dan Cundy, Nicole Louis	in preparation, subject to budget.
8.	Management Accounts to Feb 2019	The Board requested that the Board meeting of 9 July 2019 to be moved to June 2019 to allow time for the SBA Budget review, approval and submission to the ESFA.		Alexander Enibe, Clym Cunnington	completed

Agenda No	Agenda/Decision Item	Action	Date Due	Officer	Action Status
9.	Safeguarding reports	The Board requested that the Executive Principal provides the safeguarding numbers and circulate the updated safeguarding paper to the Board.	As soon as possible	Dan Cundy	on agenda
13.	Risk registers	The Board requested that the Executive Principal look into the risk registers as per schools' results and update accordingly.		Dan Cundy	updated, further revision of format ongoing.
14.	Re-appointment of Kingston Smith as External Auditors	The Board approved the recommendation that Kingston Smith is appointed for another one year.		Clym Cunnington	completed

Intervention plans

A wide range of activities have been in place to secure maximum progress from learners at both schools. An outline is below.

1. UAE

Nick Moore, Assistant Vice Principal is going through them and deciding which were the most effective, he will be commissioning these for next year when he will have a budget that is around 50% of this year's. His current thoughts are that the full time intervention tutors and the year 11 progress leader were the most effective as they were able to build up relationships with the hard to reach students. The Access Project was also very effective as it was targeted at a specific group of students and required a lot of buy in from the students, such as travelling to the City to meet with their tutors. Also, the exam practice, paying teachers to be examiners, the relationship with PiXL and the connected professional development of teachers around effective classroom and planning practice were very effective. The contacts with parents and the free revision guides were also very effective as they enabled more effective revision independent of the school. And finally the work that was done in keeping the students in timetabled revision and 'prep' sessions throughout the examination season probably had a significant impact.

- Mock exam at the end of Year 10, in December of year 11 and in March of year 11.
- Free revision guides for all students.
- Year 11 Parent meeting
- Created Period 7s and tutor time intervention programme from January.
- Introduced monthly Y11 Assemblies
- Introduced 1:4 and 1:1 tuition; LSBU, Dulwich tutors & TalentEd
- Full time Science tutor and class support for Y11
- 2 full time Maths tutors and class support for year 11.
- Full time English tutor for year 11.
- Full time year 11 progress leader (Steve Rahman) to ensure students were attending all the interventions.
- Curriculum changes / course introduction
- October ½ term revision lessons.
- Easter break revision lessons. Teachers were paid for these.
- Whitsun 1/2 term revision lessons.
- Revision tools / Google Classrooms providing online resources.
- Fortnightly Head of Department Progress meetings
- The Access Project for high prior attainment students.

Full time revision in school timetabled with their teachers throughout the examination season

2. UTC

The UTC has a smaller budget but nonetheless a wide range of intervention strategies were put in place including

- Formal mock exams in January and Easter to give formal examination experience
- Formal results presentation linked to 1:1 diagnosis and feedback
- Revision guides issued in some subjects – maths to all students at no cost
- Year 11 parents' evening
- Year 11 academic coaching day focusing on revision techniques and targeted planning]
- Personalised advice and guidance for students to motivate and direct
- Additional specialist tutoring via Dulwich Tutors
- Additional expert support in English and maths via Yipiyap tutors
- Additional SLT maths-specialist capacity created additional Year 11 classes and targeted intervention in maths
- Before school, after school, Saturday and holiday intervention classes, with teachers paid to deliver high quality sessions
- Curriculum reviews for Year 13 students with some moved to pathways to ensure successful outcomes eg A level to AS maths/physics, BTEC course size changes.
- Provision of specialist software including GCSEPod, Maths Watch to support independent revision

Agenda Item 6

	CONFIDENTIAL
Paper title:	CEO Report
Board/Committee:	SBA Board
Date of meeting:	25 June 2019
Author(s):	Nicole Louis Chief Executive Officer
Sponsor(s):	Nicole Louis Chief Executive Officer
Purpose:	To Review
Recommendation:	To review CEO update since previous SBA Board meeting

Executive Summary

The CEO report covers updates in the following areas:

- GCSE and A Level Update
- Sponsorship Activity
- Termly School Improvement Audits
- Exam Malpractice
- Parent Pay Debt
- Trust Expansion and Developments

SBA Board
25 June 2019

CEO's Report: June 2019

South Bank Engineering UTC

1. GCSE and A Level Update

Students have completed their GCSE and A Level examinations. Exams ran from mid-May until Friday 14th June. There are 54 Year 11 students and 43 Year 13s. Final year students are also completing their BTech Engineering which is non-exam-based. This year, 9 students are undertaking the dual pathway of both A Levels and BTEC which is 14 fewer than last year.

2. Visits of Note and Sponsorship Support

On the 4th May, Lord Baker, Founder of the Baker Dearing Trust, Lord Chadlington and Fiona Millar, Education Campaigner (Wife of Alastair Campbell and Former Advisor to Cherie Blaire) visited to the UTC. They were hosted by the Principal and went on a working tour to see how the UTC operates and to get a better understanding of technical education within a UTC environment.

On the 13th May Nicole Louis, Trust CEO took part in an 'Expert Witness' session delivering an informal lecture covering personal background and professional journey, with a particular focus on issues and challenges that are relevant for UTC students including social class and ethnicity. This was well received by the students and we are currently identifying other LSBU colleagues who could support this initiative.

On 20 May Andrew Wyllie, President of the Institute for Civil Engineers met with students at the UTC. He took part in a principal led Q&A. The students responded well. Skanska and Guy & St Thomas' also visited the UTC in May to support project work. This benefits the students in many ways, developing their social responsibility and awareness as well as key academic skills.

On 6th June Trust Chairman Hitesh Tailor and Trust Board member Professor Dave Phoenix attended both the UAE and the UTC for an annual Assurance Visit. A report of these visits has been prepared for the Board.

3. School Improvement Advisor Visit

On 5th June, Rachael Norman, School Improvement Advisor for Lambeth Schools undertook a planned termly visit to independently assess the UTC's progress against its post-Ofsted improvement plan. The full report is included in the Board Pack.

4. Student Recruitment

The UTC is budgeting 235 pupils on roll for September 2019 which would reflect an increase of 20 on prior year. For Year 10, the school is projecting 42 pupils which is below 2019 entry but this is offset by higher numbers in the Sixth Form as the UTC combines internal transfers with external entry. There are 227 applications into Year 12 against 150 places, of which 195 are external and 32 internal. Applications are currently in line to achieve at least the budgeted number however as always, there is a degree of unpredictability which the UTC is doing its best to mitigate through ongoing engagement with applicants.

Grant Funding Applications

SBA is working with LSBU to prepare applications for substantial grants against two major funds; the European Social Fund and Mayors Young Londoners Fund. Both applications will focus on initiatives to attract hard to reach groups into STEM. Applications will be submitted in July and the outcome will known by October.

In addition, the UTC is benefitting from £80k worth of capital investment following LSBU's successful grant award in the Higher Level Digital Skills programme. This involve the installation of specialist digital equipment into the UTC's innovation centre that can be shared between the university and the UTC.

University Academy of Engineering South Bank

5. GCSE and A Level Update

Students have completed their GCSE and A Level examinations Exams ran from mid-May until Friday 14th June. We have had 100 Y11s taking their GCSE examinations, 13 Y13s taking their A Levels. There have also been 22 Y13s continuing with their level 3 BTECs.

6. Exam Malpractice

On 17th May the school identified an issue with potential exam malpractice relating to a GCSE drama exam. The school followed the required protocol reporting the incident to the examinations board (JQC). The school has subsequently launch disciplinary proceedings against a member of staff which is ongoing. The Board will be advised with a separate communication as to the outcome of the disciplinary and the action taken by JQC following the report.

7. Parent Pay Debt

Through May and June, Trust and school staff have been working together to address a long standing issue with uncollected debts related to the school's family dining system. Parent debts totalling over £91k have been allowed to accumulate over a number of years since the system was first introduced in 2014/15. A paper has been submitted to the Audit committee for review and approval. Going forward, proper systems and controls will be in place to ensure that parents are no longer allowed to operate accounts with more than a modest balance deficit, and accountability for managing and monitoring the system will be firmly established within the school.

8. Student Recruitment

The UAE is budgeting 777 pupils on roll for September 2019 which would reflect an increase of 78 on prior year. For Year 7, the school is projecting 150 pupils which is consistent with 2018 entry. For the Sixth Form, the school is predicting 71 pupils which is an increase of 23 from 2018. Applications are currently in line to achieve the budgeted number.

9. Trust Development and Expansion

ELUTEC: Since the visit to Elutec on 25th April, there has been a follow up conversation with the Chair of the Board and Trust CEO and we understand that the school is continuing to have dialogue with the DfE over its future. The DfE have indicated a preference for the school to partner with a more established MAT which operates a teaching school. There are no current suitors that fit this profile and we have agreed to maintain an ongoing dialogue and to provide a brief overview of the Trust's proposition, operating model and USP's to the Chair within the next couple of weeks.

GSTT: South Bank Engineering UTC is making plans for curriculum expansion in to health and social care related provision from September 2020. The programme is being developed in partnership with GSTT and we are in the process of engaging with the University's School of Health and Social Care regarding programme support and designing an approach to seamless progression to university. A separate paper is provided.

Archbishop Tennyson: We are continuing to develop the proposition for partnering with the Archbishop Tennyson School in Croydon on Sixth Form Provision along with ongoing dialogue with Southwark Diocese and the Borough of Croydon.

Apprenticeships: We are working with LSBU's Head of Apprenticeships Alison May to draft an application for the Trust to become an apprenticeship provider. Submission of application is due in September 2019 which if successful would allow the Trust to offer apprenticeships from September 2020.

Elephant and Castle Projects: We have a scheduled meeting (June 18) with property developers involved in the Elephant and Castle regeneration programme. There is a potential opportunity for space within a greenfield conference / leisure block planned for construction within walking distance of the UAE. This is being explored as a potential mid-term solution which could support expansion of the UAE as it nears capacity.

	CONFIDENTIAL
Paper title:	Education update
Board/Committee:	South Bank Academies Board meeting
Date of meeting:	25 June 2019
Author(s):	Dan Cundy, SBA Executive Principal
Sponsor(s):	Nicole Louis, SBA CEO
Purpose:	To discuss
Recommendation:	The Board is requested to discuss.

Executive Summary

The Board is requested to discuss:

- Pupil progress
- Safeguarding
- SEND
- Staffing
- Ofsted planning - UTC

This page is intentionally left blank



Education update

Dan Cundy. 17th June 2019.

Pupil Progress.

Year 11

1. UAE South Bank

UAE have completed the summer examination series for their first cohort of Year 11. As a consequence of the lack of institutional experience, school leaders have been cautious to offer predictions, instead using regular and rigorous assessment to indicate current performance and trends over time. As of Easter 2019, the final set of internal assessment data was produced, based on a second set of formal mock exams, with headlines as follows:

Progress 8 -0.63, improved from -0.91 in December 2018. Leaders are confident that a 0.5 grade improvement on average from mocks in December would be at least possible, then a final score of -0.41 would be a conservative expectation. Most recent data is in line with this. Progress 8 by group continues to be variable with a gap between boys (-0.82) and girls (-0.26) and disadvantaged (-0.82) and non-disadvantaged (-0.32), and lowest for White British (-0.86). When final results are in a thorough review will be conducted and action plan implemented to narrow gaps in future cohorts.

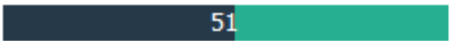
Attainment 8 based on December mock 2018 data stood at 38 points rising to 40.59 at Easter 2019, representing a rising trend but remaining below the 44 points scored nationally on average in 2018.

Basics – the proportion of students achieving good GCSEs in both English and maths. UAE current performance was 47% grade 4+ and 25% grade 5+ in December 2018, rising to 55% grade 4+ and 37% grade 5+ by Easter 2019.

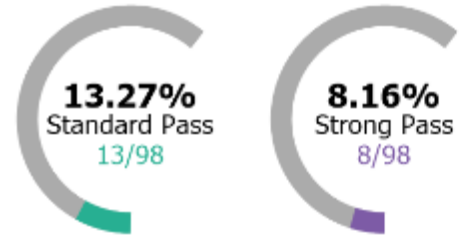
Pupils

98 Pupils 66 Boys 32 Girls

Baccalaureate



51 Pupils Entered - 52.04%



Baccalaureate Subjects

	Eng	Ma	Sci	Hums	Lang
Eng	97	97	95	57	81
Ma	99%	99%	97%	58%	83%
Sci	67	63	34	44	38
Hums	68%	64%	35%	45%	39%
Lang	51	44	20	31	24
Standard	52%	45%	20%	32%	24%

Baccalaureate APS

All	Entered	Standard	Strong
3.6	4.57	6.35	6.92

English

Entries	9 to 7	9 to 5	9 to 4	
97	14	51	67	
Pupils	98.98%	14.29%	52.04%	68.37%
Entries	-	14.43%	52.58%	69.07%

Maths

Entries	9 to 7	9 to 5	9 to 4	
97	12	44	63	
Pupils	98.98%	12.24%	44.90%	64.29%
Entries	-	12.37%	45.36%	64.95%

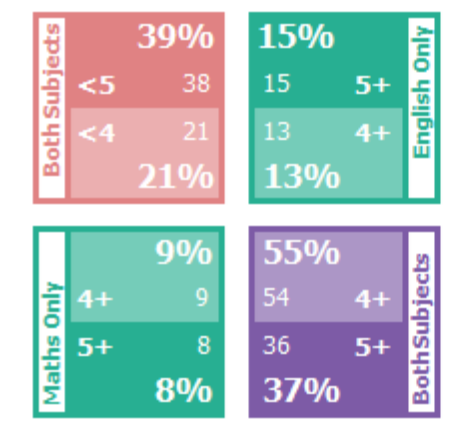
Science

	Pupils	Entries
1 Science	95	96.94%
Grade 4+	43	43.88%
2 Sciences	95	96.94%
Grade 4+	34	34.69%
3 Sciences	44	44.90%
Grade 4+	20	20.41%
Bio/Chem/Phys	44	44.90%
Grade 4+	20	20.41%

MFL

	Pupils	Entries
1 MFL Entry	80	81.63%
Grade 4+	37	37.76%
2 MFL Entries	7	7.14%
Grade 4+	1	1.02%

English & Maths Threshold

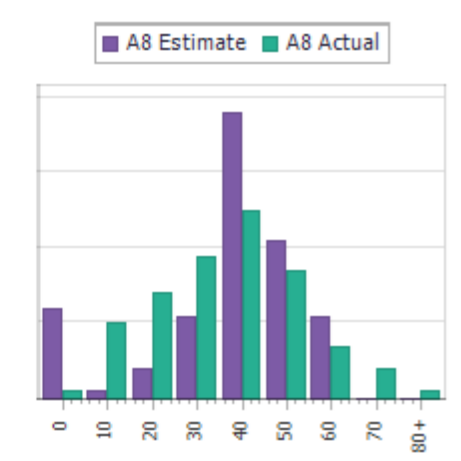


97 Pupils Entered - 98.98%

Entries

9 to 8 - inc A*'s	(5.00%)
41	
9 to 7 - inc A*-A	(10.12%)
83	
9 to 5 - inc A*-B	(35.98%)
295	
9 to 5 - inc A*-C	(40.98%)
336	
9 to 4 - inc A*-C	(57.56%)
472	
Total	Average
820.00	8.37

Progress 8



	A8	P8
English	9.2	-0.41
Maths	8.47	-0.33
EBac	11.51	-0.64
Other	11.41	-0.96

Overall 40.59 -0.63

Entries 86 87.76%

Performance

	Pupils	Percent
5 A* to C	52	53.06%
Inc EnMa (4+)	47	47.96%
Inc EnMa (5+)	35	35.71%
5 Grade 5+	30	30.61%
Inc EnMa	28	28.57%

Year 13

Subject value added

Subject name	March Residual	May Residual
Biology	-0.33	-0.33
Chemistry	-0.33	-0.33
Economics	0	-0.5
Maths	-0.38	-0.38
PD	0	0*
Physics	-0.5	-2.25
Bus Studies	-0.55	-0.27
Engineering	0.36	0.55
Overall	-0.22	-0.43

Headline Figures:

A Level

	Target %	Predicted %
A* - A	0	0
A* - B	26	7
A* - C	88	53
A* - E	100	88

7 Students sitting 17 A levels

Key:

White = No new data. Red = Residual has dropped since March. Green = Residual has improved since March

The A level cohort is very small and significant intervention has been put in place to address underperformance. Individual students' circumstances are impacting on value added, for example with one student attending poorly, one struggling with stress and another focusing on paid work outside school time. Unconditional offers to university have resulted in a drop in output from some students in the cohort.

2. South Bank Engineering UTC

Year 11.

Progress 8. Note this is not a meaningful measure for UTCs. The final set of Professional Prediction data was gathered at Easter 2019, with considerable intervention since then, suggesting a further increase set against an improving trend in data over time. Progress 8 -0.88, significantly below national.

Progress from starting points. A more appropriate measure: the journey students have taken since joining the UTC at the start of Year 10 as measured from GL Assessment baseline recognized as appropriate by Ofsted and DfE. At Easter 2019 this reached +0.44, from +0.41 in December 2018 against zero nationally. English +1.23 is far stronger than maths +0.06, while all key student groups bar girls, EAL and high prior attainers are in the top 25% nationally.

Attainment 8. Previous professional prediction (December 2018) was 39.8 points, increasing to 40.0 in Easter 2019. National average in 2018 was 44 points. Based on the baseline Progress Test conducted in September 2017, the cohort on average is significantly below the national level with a mean SAS of 86.8 against 100 nationally. Disadvantaged students predicted 41.4 points, a positive internal gap.

Basics. Professional predictions in December 2018 stood at for 54.7% Grade 4+ (standard pass) and 22.6% Grade 5+ (strong pass), rising to 62% 4+ and 31% grade 5+.

Year 13

Outcomes last year were very positive for engineering BTEC in its various sizes and forms, and low for A levels for a variety of well-understood reasons. Predicted outcomes for Year 12 and 13 are below. Some changes to A level physics and maths entries have been made to ensure all students are on the correct pathways to maximise outcomes, with some moved to AS courses.

Average grade D+ (last year E, C+ nationally)

Value added -0.78 (last year -1.32)

Academic qualifications average grade D+ (E+ last year, C+ nationally) with value add of -0.7

Technical qualifications average grade Distinction- (Distinction last year, Distinction nationally) with value add of +0.03. Distinction equates to an A grade at A level.

By subject

Chemistry value add of -0.02, in the 3rd quintile of 5

Computer science value add of -0.1, in the 3rd quintile

A level maths value add of -1.14, in the 5th quintile, noting cohort change will revise this figure upwards

Physics value add of -0.64, in the 5th quintile, again noting cohort change

Core maths value add of -0.54, in the 4th quintile

Year 13 engineering is performing strongly, with very positive outcomes expected on all course sizes. A levels are trending more strongly than in 2018. Maths and physics are subjects with particular attention paid: maths with strategic intervention through additional consultant support and strategic withdrawal onto AS courses.

Safeguarding

1. UAE

Awaiting report using agreed template. CPOMS system summaries

Categories	Monitored	Incidents
▶ Attendance	6	7
▶ Bullying/ Friendship Related Issues	43	48
▶ Cause for Concern	125	190
▶ Child Protection	18	17
▶ Contact with External Agency	10	13
▶ Intervention	59	0
▶ Legacy	1	1
Other	16	19
▶ Parental Contact	13	13
Restraint	1	3
▶ Safeguarding	46	25
▶ SEND	17	10
Totals (unique):	208	356

This report summarises all the safeguarding referrals made since September to date. 25 safeguarding records have been created.

2. UTC

No. of cases at level 1: Universal	12
Change since previous report	0
Commentary	

No. of cases at level 2: Child in need of early help	0
Change since previous report	0
Commentary	

No. of cases at level 3: Child in need of targeted or specialist support	1
Change since previous report	-1
Commentary Pupil removed from CiN plan and has finished courses at school.	

Number of cases at level 4: Child at risk of significant harm	2
Change since previous report	0
Core group meeting for one pupil held with the suggestion that they are ready to be removed from the CP plan. – no update received from agencies yet. School attended a MARIC meeting on one pupil – who remains on CP plan. A core group meeting was held for this pupil at the UTC	

Work with external agencies:
No referrals have been made by the school this month to Lambeth.
The weekly drop in session with School Police Service runs on Tuesday lunchtimes
SPS have continued to work closely with the UTC

Significant safeguarding issues in school since last report:
One pupil excluded for bringing the UTC into disrepute being involved in an affray on the street during the school day. Police were present and arrested the pupil.

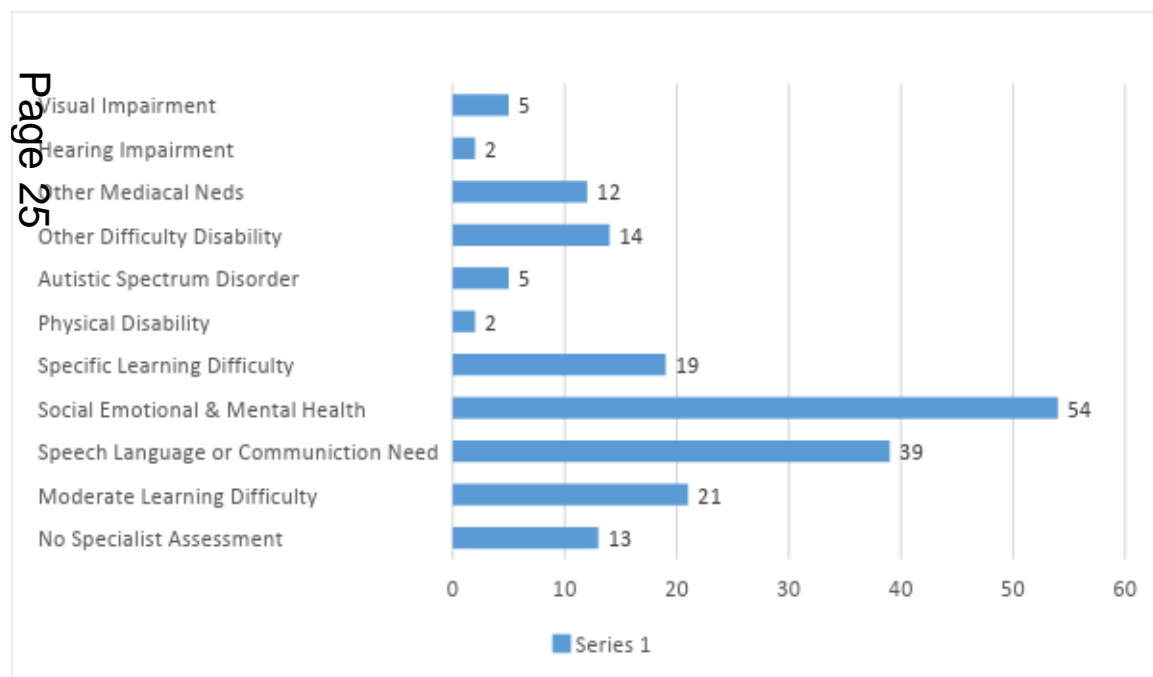
Education and Health Care Plans. Update since last report: staff working to chase overdue payments from local authorities in relation to funding due for EHCP students.

SEND

1. UAE

UAE currently has 150 students (21%) with an assessed special educational need or disability (SEND). These students all require extra support in class and interventions out of class. These interventions are delivered by our learning assistants and also by external professionals, such as a speech and language therapist. The school is expected to fund up to £6000 of support for each student which should come out of our main DfE income, noting that each student attracts roughly £6000 in total funding. Of the 150 students 12 have an Education and Health Care Plan (EHCP). For these students we receive top up funding, depending on the assessed level of need, from Southwark LA. Our total top up funding for the current year is £108,000.

The chart below shows the breakdown of assessed needs of our SEN students. Note that some students have more than one category of need.

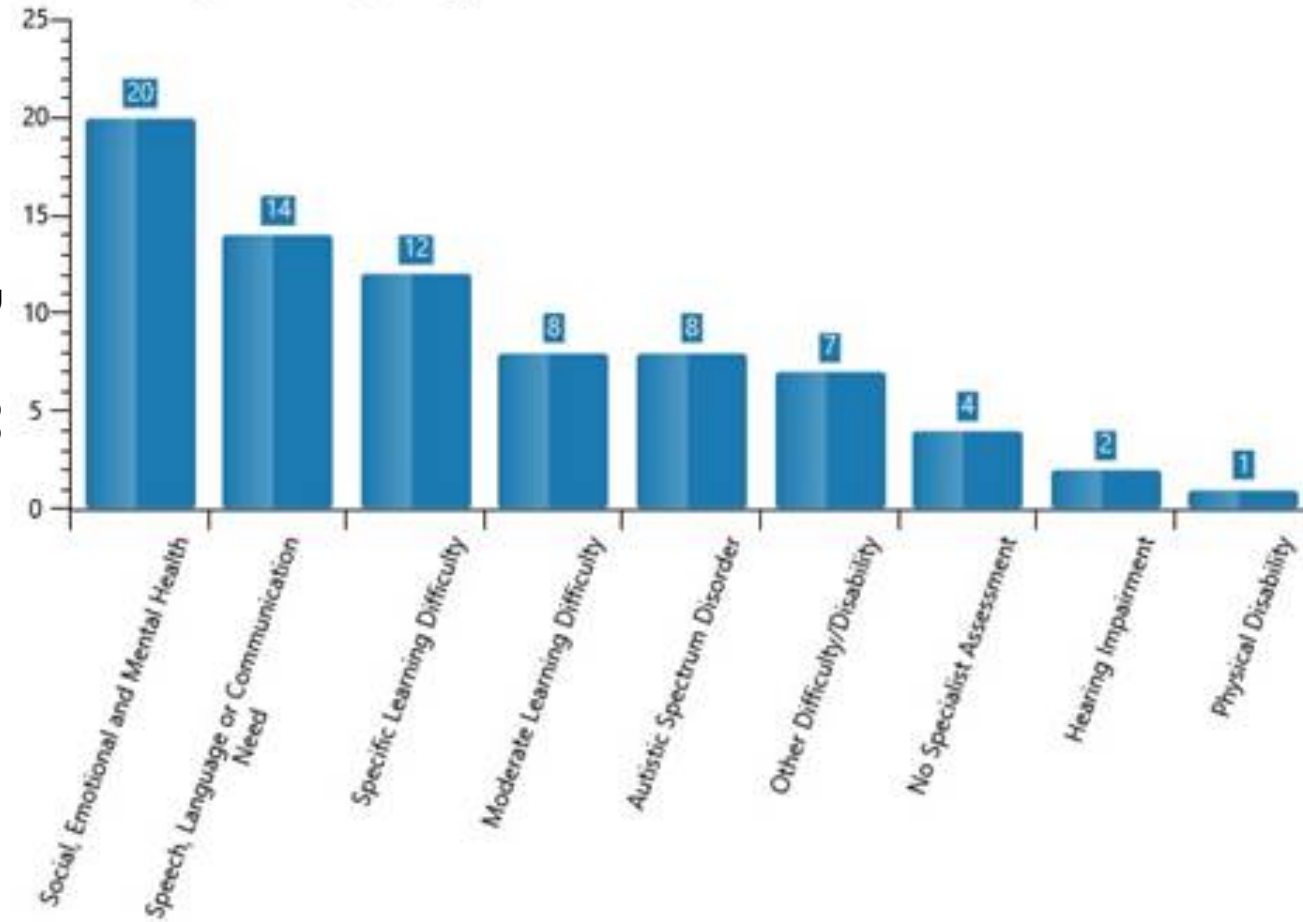


2. UTC

The UTC currently has 29 students (13%) with an assessed special educational need or disability (SEND). These students all require extra support in class and interventions out of class. These interventions are delivered by either our Departmental learning assistants or general support Learning Assistants. The school is expected to fund up to £6000 of support for each student which should come out of our main DfE income. Of the 29 students 5 have an Education and Health Care Plan (EHCP). For these students we receive top up funding, depending on the assessed level of need, from their particular LA. Our total top up funding for the current year is £47,182. The *chart below shows the breakdown of assessed needs of our SEN students. Note that some students have more than one category of need.

Students by SEN Need Type Category

A count of students by their SEN need type category



*Totals 76 as it includes students no longer on our roll and students with more than one need (for example one child may have ASD, Social, Emotional & Mental health and have a physical disability)

Staffing

1. UAE.

Leadership. Increased capacity recently includes Austin Sheppard to mitigate move of Rob Harding to UTC. Hannah Dalton recruited to add capacity as external appointment.

Teaching staff. UAE is fully staffed for September 2019.

Non-teaching staff. SEND/EAL staff restructure will extend in to the new academic year. Some replacement roles in pastoral team to be recruited to. New post of Business Support Officer being advertised. Potential new cover supervisor to be advertised although staff absence has markedly reduced.

2. UTC.

Leadership. Rob Harding is now substantive Vice Principal 0.8FTE, with Austin Sheppard Associate Vice Principal 0.6FTE, both working across both schools. This injection of senior leadership capacity assists the UTC in accelerating improvement in line with strategic plan areas. It does not solve a deeper issue around the affordability of a strong middle leadership cohort to drive improvement and hold accountability at departmental level. A Director structure is in place for English and Development as well as Engineering, with a proposal to add further Director roles

Teaching staff. The UTC is fully staffed for September. New staff as replacement positions include a Lead Teacher of science, an engineering teacher plus a new position for student number growth in product design. Turnover is low, and timetables organized efficiently to ensure an appropriate pupil:teacher ratio where possible and appropriate contact times for staff to ensure good value for money aligned with the ability to ensure high quality planning and assessment.

Non-teaching staff. There is a vacancy for a science technician and a SENDCO. The latter is likely to comprise the outgoing UAE SENDCO, to be confirmed. TAs are being restructured with two leavers to be replaced by subject-specific TAs before September. A new marketing position is being recruited to at trust level. Admissions, attendance, SLT PA are being restructured but likely to be filled by staff from both schools. A pastoral restructure is underway to enable increased administrative support for 16-19 study programmes.

Ofsted improvement planning – South Bank UTC

The Areas for Improvement identified on the UTC's Ofsted report have been grouped into areas, each with a separate improvement plan led by a member of SLT. Each of these areas are showing rapid improvement in readiness for new student cohorts in September. Progress is regularly reported into the SAB, with close external scrutiny provided by Rachael Norman as Lambeth Secondary Improvement Advisor, as well as Carolyn Unsted, DfE Education Advisor.

1. Quality of teaching, learning and assessment: Kam Bains

A new 'knowledge-rich' curriculum is being planned and implemented, with a focus on the acquisition and ability to retrieve key components of knowledge in order to develop the complex, composite skills required to excel in examinations. This requires considerable staff training which is underway. Reading and research has been issued and discussed with teaching staff. New initiatives around planning to sequence knowledge, the use of knowledge organisers to structure students' learning, the use of high-frequency, low stakes testing to aid with recall and work on improving the quality of formative assessment through a revised marking policy have all been launched. Gained time is being used to plan and resource programmes of study.

2. Attendance, punctuality, conduct: David Bell

New and modified systems are being planned for September 2019 to improve attendance and cut lateness, including to lessons internally. This includes a modified rewards and sanctions system, linked to Key Stage 5 performance management systems. The addition of a dedicated attendance officer in a revised pastoral staffing structure will aid communication and reporting. Behaviour policy being reviewed by senior staff team.

3. Quality assurance and staff development: Austin Sheppard

Work is ongoing to develop the expertise and leadership capacity of middle leaders to assist with accelerating school improvement. A beginner teacher group is now led by ASH with second school placements at UAE underway to support pathways to qualified teacher status. Increased collaborations and cross-fertilisation of ideas across both schools is being facilitated. A 'less is more' proposal to curriculum design is being implemented, with more flexible time during 7th period enabling a more personalised curriculum, improved enrichment and enhanced efficiency.

4. 16-19 study programmes: Rob Harding

A thorough review has taken place. The taught curriculum for 6th form has been determined, with a wider set of entitlements and opportunities decided to form a study programme. A personal study action plan for students has been created to increase the efficiency of personal study time, along with identification of 'additionality' including professional qualifications, student work experience, entrepreneurship and service opportunities and leadership pathways for 6th form students. A revised pastoral and administrative structure has been designed and will be recruited to by September 2019.

5. Literacy: Ruth Vandenhautte

The library is being fitted out and decorated by summer 2019, led by student team, to provide a resource to support reading for pleasure as well as curriculum support and intervention. Reading book lists are being specified. A literacy marking policy has been introduced with expectations clarified in new marking policy, with book reviews undertaken. Agreed systems in place to develop students' technical language and Tier 2 vocabulary through word lists, displays and teaching activities.

Student numbers

1. UAE

Year 7: funding for 145, likely to enrol 150 students

Year 12: 69 Applications to date:

- 47 internal applications
- 22 external applications (11 of those are for BTEC Engineering)

67 applicants have been interviewed and sent offer letters. 40 students have so far accepted. 2 remaining students are to be interviewed next week.

Page 29

2. UTC

Based on our current information including intelligence from previous years, we are predicting numbers as follows

Year group	Forecast no.	Sensitivity	Current applications
Year 10	42	+10	52 + 2-6 transfers from UAE
Year 11	40	+2	
Year 12	85	+20	227 of which 195 external and 32 internal
Year 13	70	+5	
Total	237		278 +
Current total	215		
Difference	+20		

Year 12 intake is a conservative estimate: we have 94 confirmed acceptances from 227 applicants with further commitment-building events and keep warm activity.

This page is intentionally left blank

	CONFIDENTIAL
Paper title:	Management Accounts to May 2019
Board/Committee:	SBA Board
Date of meeting:	25 June 2019
Author(s):	Om Parkash Trust Finance Manager
Sponsor(s):	Natalie Ferer Trust Financial Controller
Purpose:	To Review
Recommendation:	To review the management accounts up to May 2019.

Executive Summary

The Management Accounts cover the current academic year up to May 2019. These are presented to show the financial performance of the Trust and its Schools over the stated period.

The UAE is forecast to deliver £619.8k surplus before depreciation against £272.2k budgeted surplus leading to a £347.6k favourable variance. The position after taking depreciation into account is £464.6k surplus forecast against £217.2k budgeted surplus leading to £247.3k favourable variance. The key reasons for the variance is detailed in the report and are as a result of slightly higher than anticipated income, combined with net savings in a number of cost lines.

The UTC is forecast to deliver £229.9k Surplus before depreciation against £141.0k budgeted surplus leading to £88.9k favourable variance. The position after taking depreciation into account is £-36.7k deficit against £94.0k budgeted surplus leading to £-130.8k adverse variance. We are currently seeking advice as to the correct treatment of depreciation on the UTC budget for equipment which was grant funded.

UAE May 19 Financial Forecast of Outturn Position 18/19

Summary of Financial position

	Budget	May19 YTD Actual	F/cast Jun19	F/cast Jul19	F/cast Aug19	Total Actual + F/cast	Variance
	£	£	£	£	£	£	£
Income							
Government Income	5,554,859	4,279,935	451,664	451,664	451,664	5,634,927	80,068
Other Income	530,667	311,023	128,533	65,050	51,546	556,152	25,485
Total Income	6,085,526	4,590,957	580,197	516,714	503,210	6,191,078	105,552
Expenditure							
Management Charge	276,966	207,724	23,080	23,080	23,080	276,964	2
Teachers	2,489,733	1,701,964	186,000	186,000	186,000	2,259,964	229,769
Teaching Assistants	586,345	318,855	35,838	36,088	36,088	426,868	159,477
Technicians	64,688	21,164	2,346	2,346	2,346	28,200	36,488
Premises Staff	63,535	23,942	2,762	2,762	2,762	32,227	31,308
Exam Invigilators	0	0	0	0	0	0	0
Music Staff	0	0	0	0	0	0	0
Finance and Admin	661,641	517,970	63,162	63,162	63,162	707,455	(45,814)
Agency Supply Cover	170,000	288,264	8,500	8,243	0	305,007	(135,007)
Mid-day Supervisors	0	0	2,668	2,668	2,668	8,004	(8,004)
Staffing	4,035,942	2,872,159	301,275	301,268	293,025	3,767,727	268,215
Staff Wellbeing	73,000	52,470	8,310	3,310	0	64,090	8,910
Professional Services	342,656	290,123	31,981	29,503	59,504	411,111	(68,455)
Catering	246,782	185,747	21,697	21,697	29,962	259,103	(12,321)
IT Services	133,216	90,469	7,934	10,654	11,054	120,111	13,105
Capitation/ Student Activities	349,200	191,507	11,680	30,000	1,500	234,687	114,513
Utilities	68,965	73,689	20,748	7,571	7,871	109,879	(40,914)
Buildings related	286,581	245,413	39,231	17,880	25,074	327,598	(41,017)
Other	1,500,400	1,129,419	141,581	120,615	134,965	1,526,580	(26,180)
Total Expenditure before Depn	5,813,308	4,209,302	465,936	444,963	451,070	5,571,271	242,037
Surplus/(Deficit) Before Depreciation	272,218	381,655	114,261	71,751	52,140	619,807	347,589
% of Gov Income	4.9%					11.0%	
Depreciation	55,000	112,274	14,325	14,325	14,325	155,249	(100,249)
Surplus/(Deficit) After Depreciation	217,218	269,381	99,936	57,426	37,815	464,558	247,340
% of Gov Income	3.9%					8.2%	

The UAE is forecast to deliver £619.8k surplus before depreciation against £272.2k Budget leading to a £347.6k favourable variance.

The position after taking depreciation into account is £464.6k surplus forecast against £217.2k surplus budget leading to £247.3k favourable variance.

The following are main causes of variances

Government Income £80.0k favourable: Mainly due to £11K Rates Relief, £15k y7 catch-up income, £38k Teachers Pay Grant, £16k FSM.

Other Income £25.5k Favourable: Net favourable variance mainly due to £9k SEN, £17K Pupil Premium, £51k Tailored Support Grant, £-90k reduction in Catering Income, and £36k DFC income.

Note £51k Tailored support grant income is offset against £51k Tailored Support Expenditure within expenses. The £90k reduction in catering income is a result of poor controls over the collection of fees for meals from students (see risks).

Staffing £268.2k Favourable: A result of delays in recruitment and use of agency cover has led to a favourable variance.

Staff wellbeing £8.9k favourable: Mainly due to savings against CPD/courses.

Professional Services £-68.5k Adverse: £-51k Tailored Support /mentoring, £-51k subscriptions (e.g. PIXI Membership, parent pay, Duke of Edinburgh, My Maths). Offset by savings in £+19k Prof Services (Non Educational), £+14k Prof Services (Educational), £+5k underspend in stationery.

Catering £-12.3k adverse: Mainly due to variations in contract and hospitality.

IT Services £13.1k favourable: Mainly due to capitalisation of assets (removal from revenue accounts to balance sheet) e.g. Chrome Books.

Capitation/ Student Activities £114.5k Favourable: Mainly a combination of £-25K spend on Summer School, £54k underspend on Trips & Accommodation, £-5k overspend on Books, £16k underspend on Exams, and £88k Equipment (£25k moved and capitalised).

Utilities £-40.9k adverse: Mainly due to overspend of £-9.5k Refuse and £-34.0 Electricity charges, offset by a small underspend of £3k against water/Sewerage.

Buildings Related £-41.0k Adverse: A combination of £14k underspend against Building Projects/Maintenance (£93k moved and capitalised MUGA), £-43k overspend against cleaning, £-10k overspend on Catering equipment.

Depreciation £-100k Adverse: Depreciation budget was inadequate, plus Capitalisation of £155k assets (from revenue accounts) which in turn incur depreciation.

Risks

- Catering Income – Review of Parent Pay (catering system designed for collection of meal fees) has identified poor controls in collection of meal fees from pupils. Review has identified;

	£
Total Debt	91,335.65
Debt from Jan18 onwards	68,910.33
Debt before Jan18 (diff)	22,425.32
What is Non Recoverable	
Debt before Jan18	22,425.32
Leavers	7,357.17
Debt from FSM	7,462.16
Less Gov changes	-709.06
Total potential w/off	36,535.59
Debt which can be recovered	
Debt from Jan18	68,910.33
Minus Leavers	-7,357.17
Minus Debt from FSM	-7,462.16
Total Recoverable	54,091.00

- £209,826 commitments remain within the accounting system which need reviewing and deleting. These have not been included in Forecast as talking to Accounts Payable these commitments have not been matched to invoices properly. Risk is that some of these commitments may on review turn out to be real which will affect forecast.
- Forecast includes £65k Pupil Premium from ESFA. This may change following latest census.
- Land revaluation has resulted in £8.4m charge to UAE accounts. This has been removed from Revenue accounts as it should be accounted for within Reserves. Auditors are being consulted by Sponsor organisation LSBU.
- Any further “asset” type costs will result in more depreciation. Costs of a capital nature should be reviewed and agreed prior to start of a financial year e.g. Capital Programme of works which includes Building type of spend (Asset Maintenance Prog) and Information Technology (IT Strategy).
- Charges may be outstanding from MAT in relation to UAE e.g. accountancy.
- Further spend in June and July 19 over and above that which has already been forecast for will result in surplus decreasing.

UTC May 19 Financial Forecast of Outturn Position 18/19

Summary of Financial position

	Budget	May19 YTD Actual	F/cast Jun19	F/cast Jul19	F/cast Aug19	Total Actual + F/cast	Variance
	£	£	£	£	£	£	£
Income							
Government Income	1,706,208	1,262,458	133,467	133,466	133,466	1,662,857	(43,351)
Other Income	206,506	278,572	25,053	53	98,005	401,683	195,177
Total Income	1,912,714	1,541,030	158,520	133,519	231,471	2,064,540	151,826
Expenditure							
Management Charge	77,383	58,037	6,449	6,449	6,447	77,382	1
Teachers	1,066,110	631,206	72,399	72,399	72,399	848,403	217,707
Teaching Assistants	102,523	161,569	19,089	19,089	19,089	218,837	(116,314)
Technicians	31,875	27,418	3,200	3,200	3,200	37,017	(5,142)
Premises Staff	16,575	2,204	0	0	0	2,204	14,371
Exam Invigilators	3,000	0	3,000	0	0	3,000	0
Music Staff	0	0	0	0	0	0	0
Finance and Admin	123,162	125,545	12,119	12,119	12,119	161,902	(38,740)
Agency Supply Cover	25,000	37,876	2,940	2,940	0	43,756	(18,756)
Staffing	1,368,245	985,818	112,747	109,747	106,807	1,315,119	53,126
Staff Wellbeing	7,500	5,065	3,319	2,221	721	11,326	(3,826)
Professional Services	72,550	93,214	1,979	2,550	1,500	99,243	(26,693)
Catering	65,500	57,639	7,221	6,721	0	71,581	(6,081)
IT Services	28,500	37,596	3,303	2,776	521	44,196	(15,696)
Capitation/ Student Activities	72,500	74,415	(2,955)	0	(8,106)	63,355	9,145
Utilities	39,500	55,865	26,900	8,100	13,100	103,965	(64,465)
Buildings related	40,000	36,492	5,946	2,998	2,998	48,434	(8,434)
Other	326,050	360,287	45,713	25,366	10,734	442,100	(116,050)
Total Expenditure before Depn	1,771,678	1,404,142	164,909	141,562	123,988	1,834,601	(62,923)
Surplus/(Deficit) Before Depreciation	141,036	136,889	(6,389)	(8,043)	107,483	229,939	88,903
% of Gov Income	8.3%					13.8%	
Depreciation	47,000	196,177	23,499	23,499	23,499	266,674	(219,674)
Surplus/(Deficit) After Depreciation	94,036	(59,288)	(29,888)	(31,542)	83,984	(36,734)	(130,770)
% of Gov Income	5.5%					-2.2%	

The UTC is forecast to deliver £229.9k Surplus before depreciation against £141.0k Budget leading to £88.9k favourable variance.

The position after taking depreciation into account is £-36.7k Deficit against £94.0k Surplus budget leading to £-130.8k adverse variance.

The following are main causes of variances

Government Income: £-43.4k adverse. Mainly this is due to £-20k clawback, and £-4k Insurance deduction, £-4k Rates relief (spend not incurred), and £-9k drop in academies funding.

Other Income £195.2k favourable. Mainly a result of £200k Transitional funding that was not budgeted.

Staffing £53.1k favourable. A result of delays in recruitment and use of agency cover has led to a favourable variance.

Professional Services £-26.7k adverse. Mainly a result of use of various consultants e.g. Educational Psychologist, Yip Yap Tutor Support, School Improvement, Exams Support, PE services, Speech Therapy etc.

Catering £-6k adverse. Mainly a result of costs associated with career delivery days, lunch for staff at inset days, and additional catering.

IT Services £-15.7k adverse. Mainly a result of £25k o/s on Capital SIMS Licence/Training offset by £2k capital claims, and £4k saving in Pallant Managed services, plus £8.3k accrual reversal against Cashless Catering (from last year).

Capitation/ Student Activities £9.1k favourable. Mainly underspend in Bursary payments and Books.

Utilities £-64.5k Adverse. Mainly due to utility (water/gas/elec/refuse) charges from Trinity (owner of building) plus allowance for water (never been charged). UTC pays on receipt of invoice which have been challenged. UTC have asked for charges based on meters but these are not working. Accordingly charges are based on square meter area. Trinity are renewing their contract In Sep19 and we need to have a sensible SLA or mechanism of recharges on a timely basis.

Buildings Related £-8k Adverse. Mainly a result of additional deep cleaning, fire alarm maintenance, and cleaning contract.

Depreciation £-219.7k adverse. Depreciation budget was inadequately set, furthermore UTC has capitalised various equip during year associated with capital claims which incur depreciation.

Risks

- Forecast has allowed for £93k Capital Claims (claim 9). This is still work in progress and may change. Items associated with claim have been capitalised and are incurring depreciation. However £198k monies are still o/s from ESFA re claim 8 that was submitted around Nov/Dec18. Risk is delay in monies being received.
- SEN income forecast has been reduced from £146k to £50k (reduction of £96k) on advice of Principal. UTC has made efforts to contact parties concerned but additional follow up is needed. To date UTC has only received £24.7k income. Risk is that this forecast may reduce further unless measures are taken to recover monies.
- Some £20k commitments remain within the accounting system which need reviewing and deleting. These have not been included in Forecast as feeling is that these commitments have not been matched to invoices properly. Risk is that some of these commitments may on review turn out to be real affecting forecast.

Agenda Item 9

	CONFIDENTIAL
Paper title:	SBA development pipeline update
Board/Committee:	South Bank Academies Board meeting
Date of meeting:	25 June 2019
Author(s):	Nicole Louis – Chief Executive Officer
Sponsor(s):	Nicole Louis – Chief Executive Officer
Purpose:	For Discussion
Recommendation:	Review and comment on the current expansion and development opportunities covered within the SBA pipeline

Executive Summary

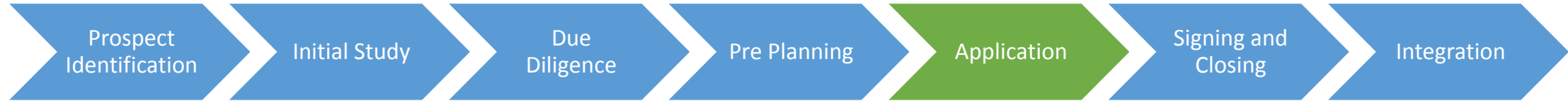
SBA is currently has a pipeline representing eight different expansion or development opportunities for the Trust. Most opportunities are at the earliest stages of the development process; Prospect Identification or Initial Study. Two opportunities are more developed and these are the plan to extend the UTC to a dual specialism including Health and Social Care from September 2020 and the development of a Trust wide application for licence to offer Apprenticeships for 2020.

This page is intentionally left blank

SBA Current Development Opportunities

Project / Partner	Location	Type	Scale	Risk	Earliest Date	Comments / Next Steps
Elutec UTC	Dagenham	UTC Mat Merger	100-200	High	2020	SBA to provide written 'prospectus' to Chair. DfE indicated preference for partnership with more established MAT partner - NL
Copthall School	Mill Hill	Academy MAT Merger	1,000+	Low	2020	Initial meeting set up to explore potential synergies - DC
Archbishop Tennyson	Croydon	Sixth Form Commissioned Places	200+	Med	Sept 2020	Several meetings taken place. Currently scoping proposal for school covering proposition and delivery plan
GSTT	Brixton	UTC Expansion	300+	Low	Sept 20	Secured commitment from GSTT to support project. Awaiting discussion with LSBU HSC. Planning underway to support launch in 2020. Requires BDT notification
Kingston UTC / LCG	Kingston	UTC / Academy New	650-1000	High	Sept 2021	No movement since last meeting. Missed window to apply for new school opening in Wave 14. Request for follow up call sent - NL
Apprenticeships	Brixton	UTC Expansion	100+	Med	Sept 2021	Working with Alison May to submit application by September 19
Elephant & Castle Re-generation	Southwark	UAE Expansion	Tbc	Tbc	Tbc	Approached by developers re possible space in Rodney Road leisure complex development. Initial meeting held

SBA Development Pipeline



Page 42

Elephant and Castle
Regeneration



	CONFIDENTIAL
Paper title:	Board & SAB membership
Board/Committee:	South Bank Academies Board meeting
Date of meeting:	25 June 2019
Author(s):	Michael Broadway, SBA Company Secretary
Sponsor(s):	Michael Broadway, SBA Company Secretary
Purpose:	To approve
Recommendation:	The Board is requested to approve

SBA Board recruitment

Director of the Board

Due to his forthcoming retirement from the LSBU Board (in February 2020), Douglas Denham St Pinnock has resigned as a director of South Bank Academies with effect from 31 July 2019. LSBU plans to appoint Hilary MCcallion as his replacement on the SBA Board.

Recommendation

Due to vacancies on the UAE SAB, the Chair of the UAE has identified the following individuals as suitable for appointment to the SAB.

- Alex Drake as governor and Vice-Chair;
- Elizabeth Adeyemi as governor; and
- Safia Barikzai as governor.

The Board is requested to ratify there appointments.

This page is intentionally left blank

	CONFIDENTIAL
Paper title:	Summary of Audit committee and SAB meetings
Board/Committee:	South Bank Academies Board Meeting
Date of meeting:	25 June 2019
Author(s):	Alexander Enibe, Clerk to the South Bank Academies
Sponsor(s):	Michael Broadway, Company Secretary
Purpose:	To note
Recommendation:	The Board is requested to note.

Executive Summary

The Board is requested to note the summary of the SBA Audit committee, UTC SAB and UAE SAB meetings.

Summary of SBA Audit committee and SAB meetings

SBA Audit Committee – 26 June 2019

The committee to discuss:

- External Audit findings and progress update
- PWC internal audit actions update
- Financial controls policy update
- External audit plan

The committee to note:

- Risk registers
- Anti-fraud, bribery and corruption report
- Speak up

South Bank Engineering UTC SAB – 15 May 2019

The SAB discussed:

- Post Ofsted action plan - updates. The SAB noted that progress is being monitored and this will feed into the review of the School Development plan.
- Principal's report – the SAB noted the report. Quality of teaching, learning and assessment – the SAB noted that the UTC is working on changing the marking policy and staff will be trained in marking. The SAB noted the vacancies at the UTC and the new starters that are joining the UTC. The SAB noted a presentation on structure proposal.
- Finance update – the SAB noted the update and discussed the accounts software, which the Business manager said is being addressed. The SAB requested the Principal and Business manager look into funding breakfast club at the UTC.
- Personal development, behaviour and welfare – the SAB noted that a 6th form pupil has been excluded for being under the influence of drugs in school, and the social services and police were present to support the school.

University Academy of Engineering SAB – 9 May and 13 June 2019

The SAB discussed:

- Purpose and scope of SAB – including updated scheme of delegation (SOD). The SAB discussed the role of the SAB in challenging and supporting the Academy leadership. The SAB also discussed the appointments of a staff governor and a vice-chair as stated in the SOD.
- Principal's report – the SAB noted the principal's report. The SAB discussed how information can be presented in a way that enables the SAB to exercise their monitoring, challenge and support functions.
- Teaching & Learning – the SAB discussed ways that the SAB can be assured that Teaching & Learning is improving and Senior Leadership Team have an accurate view of strength and areas of development.

- Self-evaluation and School development plan – the SAB discussed how they can be part of the process. It was agreed that a meeting will be held in early September 2019 to allow discussion on strategic priorities which can then feed into development of the plan.
- Finance update – the SAB noted the finance update and discussed the financial implications of expansion of the academy and the nature of the sixth form funding. The SAB noted the surplus of about £100k and there was a debate on how the spending of this should be prioritised.
- Governors' visits – chair proposed a new approach to link governors' visits. The chair suggested that the governors should do their link visits in pairs/groups.
- Improving SAB meetings – the SAB agreed to add "Questions to the Principal" on each meeting agenda.

This page is intentionally left blank

Report on the Assurance Visit to the South Bank Engineering UTC

6th June 2019

Panel: Hitesh Tailor (Chairman), Prof David Phoenix, VC, for LSBU as sponsors.

Date and timing:

SBA ASSURANCE VISIT (6 June 2019) – SOUTH BANK ENGINEERING UTC Time

10.00 – 10:20am

10.20 – 10.35am

10:35 – 10.55am

10.55 – Depart for the UAE

Visiting

Tour and learning walk with the Principal

Meeting with the Student panel

Meeting with the Senior Leadership Team

The Assurance visit consisted of meeting with Dan Cundy, the Principal, tour of the building, meeting the SMT and a selection of students on a group basis.

The Panel agreed that visit was in fact too short and that for future visits more time would be allowed. The previous visit was on 27th November 2017.

Very good entry security was observed and good discipline and control, an excellent first impression upon arrival.

Follow up from the 2017 visit:

1. In the 2017 visit mention was made of low level disruption /distraction. No such issues were observed during the present visit.
2. Need for a Library and quiet study place for Years 10 and 11; the need for more water fountains. We understand that these issues have now been dealt with.
3. Students wanted more practical work and again we understand that this issue is being dealt with.

Meeting with the Principal:

The Chair had a chat with Dan Cundy, Principal, on the following areas, in no particular order:

1. The level of parental engagement.
2. Staffing and pupil forecasts
3. Staff and pupil ratios and Room usage
4. Safeguarding
5. Student complaints for example quality of food.
6. Opportunities to grow the student numbers via Health Care studies.

Dan gave the Panel a tour of the building and explained that the level of employer engagement remained very positive. One example was that students had taken part in a wheelchair design project /competition.

The contribution of employers, in particular Skanska and Kings College remains strong and new names are being added all the time

Learning and Teaching:

A learning walk took place led by the Executive Principal. This took in the newly completed engineering workshops including the new product design suite. Andy Errington was observed teaching Year 12 BTEC engineering with students completing work on a 3D printing project. The tour continued to the library and first floor open space which are being configured to extend personal study and reading facilities at the UTC. A Year 10 maths lesson with Sam Ottley was observed.

The lessons observed were:

Meeting with the Senior Management Team

This included the Executive Principal, both Vice Principals Kam Bains and Rob Harding, and the Assistant Principal, David Bell

Due to the short time this area will need to be covered more comprehensively in future visits.

Meeting with the Students

The Panel met as a Group a cross section of about 8 Students without the Principal or members of the SMT present. The Panel would agree that the Students who attended the meeting were all positive about the UTC and they all made a positive choice to attend the UTC because of its engineering focus. Students intended to follow a wide variety of careers and not just engineering.

For the moment Students continue to benefit from small classes and a lot of space compared to their previous schools. They feel teachers are all committed to helping the students.

Students were reluctant to speak up but slowly gained confidence when pressed to explain their impressions about the UTC. Council is effective as the Representatives meet with their student groups prior to the Council meeting, thus the voice of all students is represented. Students feel that their voice is heard.

Some students expressed concerns about the limited number of day trips away from the school but this issue is being addressed. There are more in other schools I suspect, but students always request more. The UTC are working on that.

Conclusion

A very positive, albeit short visit and the Panel feel that students are very positive about the UTC and seem to enjoy their learning experience and future work prospects.

Report on the Assurance Visit to the South Bank Engineering UAE

6th June 2019

Panel: Hitesh Tailor (Chairman), Prof David Phoenix, VC, for LSBU as sponsors.

Date and timing:

**SBA ASSURANCE VISIT –
UNIVERSITY ACADEMY OF
ENGINEERING (UAE) SOUTH
BANK Time**

Visiting

11.20 – 11:40am

Tour of the school with the
Principal John Taylor

11.40 – 12.00pm

Meeting with the Students

12:00 – 12.20pm

Meeting with the Senior
Leadership Team

Introduction

The Assurance visit consisted of meeting with John Taylor, the Principal, a tour of the building, meeting the SMT and a selection of students on a group basis.

The Panel agreed that visit was in fact too short and that for future visits more time would be allowed to be able to properly comment on the progress being made. The previous visit was on 28th November 2017.

Very good entry security was observed and good discipline and control, an excellent first impression upon arrival.

Follow up from the 2017 visit:

1. The UAE SMT felt that it was not easy to work through the complex web of the LSBU structure and this resulted in a less than optimal level of interaction between LSBU and the UAE. The Panel felt that quite a lot of progress has been made including an LSBU presentation made at the 2019 MAT Strategy day. Clearly the level of engagement continues to grow and clear examples of positive interaction should be mentioned in the Group communications to outside stakeholders.
2. Lack of access to sporting facilities has now been improved.
3. Further support from academic staff has now been improved.
4. Car parking to be removed for a greater play area. This is no longer going to happen.

Meeting with the Principal:

The Panel was given an introduction and a brief tour by John Taylor, Principal, including class observations and the roof area where there was a student garden scheme, an example of “Day 10” activity in action.

The areas covered in the introduction were GCSE and A level prospects this year ; employer engagement where it was felt that there was a genuine focus on applied learning however there could be improvement in showcasing the work being done , “telling our story” better.

There has been improving parental engagement with a family “fun day” proving popular. Contact with parents will continue with newsletters and information on the UAE website.

The importance and advantages to students learning and life skill development via the 10-day initiative was re-emphasised by the Principal.

The tour was very positive with an atmosphere of learning and discipline. The Principal is visible in the corridors to monitor behaviour.

The school was in the middle of GCSE examinations and therefore there was a generally fluid atmosphere in the school as exams were completed and students gathering to talk about how they performed.

The aim remains to ensure good destinations for all students

The panel should follow the results of this year’s examinations to see the direction of travel in terms of academic attainment.

Learning and Teaching:

We were taken on a ‘learning walk’ by the Principal. We went into 8 different classrooms seeing a range of ages of students covering Maths, English Humanities and Spanish lessons.

The lessons observed were well organised, good class management and student behaviour was good. While it is difficult extrapolate from one visit students in general are well behaved in classes and there is good student engagement with their learning.

Meeting with Students:

The meeting with a small group of Students was very interesting and positive. These particular students all appeared to be gifted learners and the Panel welcomed the high ambitions that each of them had. The Principal and teachers were not present.

The students shared their views openly and confidently and appeared to be less shy than at the UTC that has been visited some hours before. They all felt safe and that the teachers were approachable and helpful. The students said that the school presented a happy environment in which staff and students were respectful to each

other. One student said that she had benefited from the mentoring scheme and this had given her much more confidence.

There was a very strong negative comment on the very poor selection of vegetarian food which the school is looking into.

There was a positive feeling about the Day 10 initiative and the outputs from this area of school experience should be monitored for all year groups. For example Students welcomed the chance to formally debate and to study critical thinking and enjoyed the school trips.

In the future the Panel would welcome meeting a wider Group of students including the less academic and those with Special needs.

Students say they feel safe in the school, in the knowledge that teachers care and are helpful. There is mutual respect amongst students and staff. There are systems in place to address students' concerns as soon as they are raised. The role and effectiveness of the Student Council was not examined on this occasion. The Principal is developing career and pastoral support.

Senior Leadership Team (SLT):

The Panel was able to have a very good discussion with the SLT without the Principal present.

Leadership structure and motivation was discussed and it was clear that major improvements had been made. The Panel was informed that there were now quite a few applications to fill vacancies and this was a very positive sign.

The SLT had their work cut and were playing to UAE's strengths. There was an air of optimism.

When pressed by the Panel on detention rates, the UAE team are working with two external mentoring firms to work with students who were prone to exclusion due to disruptive behaviour. The SLT were of the opinion that this approach was working well.

The SLT mentioned that the CPD opportunities were also good and this was helping with recruitment. In general one would therefore expect to see reduced staff turnover.

The engagement with LSBU continued to grow. The level of interaction with Lambeth College should be examined further going forward.

This page is intentionally left blank