

**Minutes of the meeting of the South Bank Academies Board  
held at 11.00 am on Tuesday, 7 July 2020  
MS Teams**

**Present**

Hitesh Tailor (Chair)  
Tony Giddings (*for minutes 1 - 9*)  
Hilary McCallion (*for minutes 1 - 9*)  
Chris Mallaband  
Fiona Morey (*for minutes 1 - 9*)  
David Phoenix (*for minutes 1 - 9*)

**Apologies**

Richard Flatman (Vice-Chair)  
Nicole Louis  
Lesley Morrison

**In attendance**

Helena Abrahams  
Michael Broadway  
Jacqui Collins  
Dan Cundy  
Dominique Phipp  
Richard Duke (*for minute 8*)

**1. Welcome and apologies**

The Chair welcomed the members to the meeting. The above apologies were noted.

**2. Declarations of interest**

Dan Cundy, Helena Abrahams, and Jacqui Collins declared an interest in the pay policy (minute 7).

**3. Minutes of last meeting**

The Board approved the minutes of previous meetings held on 26 March, 24 April, and 8 June 2020. The meeting on 24 April 2020 was held via email.

**4. Matters arising**

The Board noted that an update on the Commissioned Places Model will be completed in this meeting during the Education update (item 6).

The action to circulate the 3-year staff investment plan and budget impact data was deferred until the next meeting due to the coronavirus pandemic.

The Board discussed the action and noted a comprehensive staffing plan is not needed, but a report illustrating the outline of the plan, to include the data below, would be useful:

- the principles of staff investment;
- board approved KPI spend on staffing;
- leadership structure and how this might evolve over time in terms of integration with the trust;
- diversity balances; and
- proportion of front line teaching staff to other staff (e.g. technical, office etc.).

The Management Accounts will be discussed later in the meeting (item 9).

An update will be provided later in the meeting on the progress of re-opening the UTC and UAE (item 6).

## 5. **CEO's Report**

The CEO summarised the process to establish the Quality Committee, noting that her team took a detailed look at the challenges of understanding the quality of education and holding leadership to account to improve attainment. She added that it will be challenging for the committee to plan for the future, as the operating context continues to be so changeable due to the coronavirus pandemic.

The Board discussed how the Quality Committee and the UTC and UAE SABs will report into the Board. The Board agreed that reporting will be through a committee report and through the Executive Principal's Education report. Updates from this Board will be fed back to the UTC and UAE SABs and Quality Committee via the SAB Chairs and the CEO, respectively.

## 6. **Education update**

The Executive Principal prefaced his update by noting that the SBA serves very disadvantaged communities who have been significantly impacted by the coronavirus pandemic. It is therefore critical for the SBA to support students to access our teaching and benefit from free school meals.

### Re-opening

The Executive Principal outlined the different strategies taken by the UAE and the UTC in re-opening to Y10 and Y12 students. He noted that signage and room configurations have been completed at both schools for two metre social distancing. These will be updated for September 2020 to one metre.

The Executive Principal reported that the schools have seen around 65% attendance, which appears to be average amongst other schools in Southwark who have seen 55-75% attendance. There has been much reluctance amongst families to require their children to use public transport in

coming to school. This will be an ongoing concern affecting attendance numbers in September 2020 too.

The Board noted that work is in progress to provide a platform for students to report welfare issues to the schools. The schools are now focussed on launching a summer catch-up programme and providing free school meals throughout the summer, funding for which is expected to be received from the government in 2020/21.

The Board discussed students who are not engaging with their learning at all, whether online or in school. The Executive Principal noted that there is no data from other schools to benchmark our engagement data against. Both schools are working hard to remain in contact with families who are not engaging, and the proportion of students in this category is small and declining.

The Board requested high level data on this low engagement group, noting that issues of engagement will continue with summer catch-up programmes.

The Executive Principal reported that recent Government guidance offers some certainty to support planning for 2020/21. Year groups will not need to be socially distanced but will remain in “bubbles”, whilst staff will socially distance from other staff and from students. Staggered breaks, lunches, and school start and end times will be put in place. The Government guidance is that all teachers are expected to report to work in September 2020, including those who are vulnerable or shielding. Management are working hard to develop a support package for concerned or vulnerable staff. In general staff have welcomed the gradual return to work over the summer.

The Board discussed the summer catch-up programmes in development. It was noted that these courses will be aimed particularly at Y6, Y7, Y10 and Y11 students. In-house teachers will be used, with support from external tutors too.

The Executive Principal explained that summer schools always take place at UAE, therefore it is already budgeted for. Additional expenses of widening the usual summer programme will be drawn from next year’s budget, in advance of receipt of government funding. The Board noted that the normal amount of funding for the summer programme may not be available in 2020/21 as a result of these plans..

The Board discussed the use of fines for students who fail to return to school in September 2020. The Board supported the recommendation for Principals to work with families in instances of non-attendance and to determine the approach on a case-by-case basis.

The Board supported Management in not reducing the curriculum on offer to students as a means of catching up on lost teaching time due to the coronavirus pandemic.

The Board noted that managing the impact of the coronavirus pandemic continues to be challenging for the senior leaders and Principals of both schools. Significant decisions are required of them at very short notice despite the continued uncertainty surrounding the pandemic. One of their current

priorities, for example, is planning for next year's GCSEs. With the present uncertainty around the future impact of the pandemic and the circumstances in which these exams will take place this is challenging. There is also uncertainty about future Ofsted inspections.

### Quality of education, attainment, and progress

The Board noted the following updates:

- Teaching staff at both schools are learning extremely quickly how to deliver more live synchronous teaching sessions via Google Classroom and MS Teams. Older learners at the UTC have been more flexible with their learning methods and better able to self-direct their learning than the younger students at the UAE. Attendance rates for live sessions are not as high as expected.
- Additional learning support is being given to Y11 and Y13 students to support them to transition to the next stage of their education. For example, Y11 students are being given pre-level 3 content.
- Both schools have finalised their grade predications. The schools have sought to be robust and provide accurate predictions. Both have predicted strong grades, as the quality of teaching at both schools has improved over the last few years and attendance has increased. It remains to be seen what the national moderation outcome will be. The national average for predicated grades is 0.3 to 0.6 higher than last year, which may be optimistic.

The Board discussed its concerns that the schools might be moderated downwards, especially if nationally other institutions have been optimistic whilst we have been realistic.

It was noted that moderation takes place subject-by-subject and uses historic data from the three previous years to determine trends. The SBA does not possess three years of data for GCSE and A-level exams, which may help in moderation. The schools will learn the moderated grades at the same time as students do - on results day. Students and schools cannot appeal the moderated grades other than on grounds of procedure. There will be another assessment cycle in October 2020 for students who want to resit any of their examinations.

### LSBU Group link update

The Board noted that both schools have been heavily involved in developing the LSBU Group Strategy, 2020-25. The schools can now articulate the value-add from the Group more clearly.

The Board noted that the new governance reporting dashboard has been finalised with both Principals. The newly established Quality Committee will apply the governance dashboard to both schools and any new schools joining the MAT in future, making it far easier for SABs to quality assure.

### Development update

The Board noted that the Commissioned Places Model, otherwise known as the Curriculum Partnership pilot project with the Archbishop Tennison school, will not begin until 2021 due to the coronavirus pandemic. The project will benefit from current learnings in remote and blended teaching.

The Board noted that the business plan to understand the resources and income expected for the project is being developed. No additional workload is expected of SBA teaching staff for the project as Archbishop Tennison's staff will deliver the courses, providing around £10k per course in income.

The Board noted that a Y14 offer for internal Y13 students is in development, with potential funding from the Baker Dearing Trust. The offer would effectively enable Y13 students to do the first year of an engineering degree fully funded. The Board agreed that this offer could be very attractive to students, as they could then complete their engineering degree for only two years of fees.

The Board noted that the business case for the Sir Simon Milton Westminster UTC (SSMW) joining SBA is being drafted. An emergency Board meeting will be arranged for the week commencing 27 July 2020 to review the business case. The business case will then be submitted to the Regional School's Commissioner (RSC) by 31 July 2020.

The Board of SSMW has given its in-principle support for the school to join SBA. Due diligence is being undertaken on SSMW. The RSC will make the final decision.

#### Marketing update

The Board noted the latest application numbers.

South Bank UTC:

- 38 applications received so far for Y10s starting in September, though this figure is still trending upwards slowly.
- 213 applications received so far for Y12, on top of the current cohort of Y11s moving up.

UAE South Bank:

- 87 internal sixth form applications, and 15 external sixth form applications have been received. This totals 102, with a budget of 75.
- There is no data yet on Y7s. The budgeted figure is 110 students.

The Board discussed the new branding. It was supportive of the new font and logo and felt that the new branding will give the SBA a sense of direction as the MAT grows. It was noted that the colour purple is most often associated with achievement and ambition. The Chair agreed to contact any members unable to attend the meeting for their thoughts.

#### Safeguarding update

The Board noted that the UAE Safeguarding report will be brought to the UAE SAB meeting of 9 July 2020.

The Executive Principal reported that the safeguarding teams at both schools have been working closely with vulnerable families. The past few months have been very challenging for our students, many of whom have been impacted by the pandemic and its wider implications. The safeguarding teams are preparing to continue to support students in September 2020 with the return to school.

#### Staffing update

It was noted that both schools have had a good staff recruitment cycle.

### 7. **Pay policy**

The Board discussed the updated teachers' pay policy. Following the last meeting of the Board, teaching staff had been consulted across both schools on the proposed changes to the Teachers' Pay Policy. The consultation lasted for ten days, during which the Trust HR Manager held more than thirty meetings with staff. Most of these meetings were focused on responding to teachers' concerns about moving over to the new pay structure or explaining how the changes would impact them. The overall response has been positive.

The Board discussed the criteria for achieving Expert Teacher status. It was noted that one of the principles agreed upon for revising this policy was to ensure it offers conditions that are at least as good as teachers' paying conditions nationally. The draft policy differs from national paying conditions in one respect: teachers must remain on a lower pay spine for two years before they are eligible to progress to Expert Teacher status.

The Board discussed the cost implications of the new policy and how it fits with the scope and direction of future plans for the workforce. It was noted that the previous pay scales were confusing for applicants and were impacting on SBA's ability to secure the best candidates. Retention of staff was also problematic as more attractive, and clearer pay structures could be found elsewhere. The new policy is fairer and more transparent. It is projected to require a 3% budget increase, which is affordable.

The Board supported the principles of the revised pay policy and requested the remuneration committee to review the revised policy in detail ahead of the Board formally approving the policy.

### 8. **Group strategy 2020-25**

*Richard Duke joined the meeting.*

The Board discussed the final draft of the LSBU Group Strategy, 2020-2025.

Following approval of the strategy, the next step is to design the critical pathway to measure progress and explore what delivering the strategy will look like in practice. A detailed performance measuring process including KPIs is being developed.

The Board supported the draft strategy, subject to a minor amendment. The LSBU Board would be requested to approve the strategy at its meeting of 16 July 2020.

*Richard Duke left the meeting.*

**9. Management accounts to end May 2020**

The Board discussed the management accounts to end of May 2020. The Business Manager confirmed that the forecast is to deliver to budget. The Board noted that there have been additional costs due to the impact of the coronavirus pandemic, but savings have been made which offset the additional expenditure.

The Board noted that June 2020 management accounts are being prepared and requested that these are circulated to the Board with commentary and analysis against the budget agreed by the Board in July 2019.

*David Phoenix, Tony Giddings, Hilary McCallion and Fiona Morey left the meeting. The meeting was no longer quorate and the decision required for the budget was deferred to an additional meeting.*

**10. Draft budget, 2020/21**

Approval of the draft budget, 2020/21 was deferred to the additional meeting to be held during the week commencing 27 July 2020.

**11. MAT risk register**

The Board noted the updated risk register. The Board noted that the format of the register is being aligned to the Group risk approach.

**12. Reports from committees**

The Board noted the reports from committees.

It was noted that school development plans for 2020/21 have been delayed due to the coronavirus pandemic. It was agreed that each SAB would hold a meeting in the early autumn to review the development plans.

**Date of next meeting  
11.00 am, on Monday, 27 July 2020**

**Confirmed as a true record**



..... (Chair)