

Meeting of the South Bank Academies Board

4.00 - 6.00 pm on Tuesday, 11 July 2017
in South Bank Engineering UTC, 56 Brixton Hill SW2 1QS

Agenda

No.	Item	Pages	Presenter
1.	Welcome and apologies		DP
2.	Declarations of interest		DP
3.	Minutes of previous meeting	3 - 8	DP
4.	Matters arising	9 - 10	DP
5.	Chair's Business: CEO Recruitment		DP
Items to discuss			
6.	CEO's Report	11 - 14	RB
7.	MAT marketing strategy	15 - 22	RB
8.	May financial management report	23 - 26	DS
Items to approve			
9.	MAT budget 2017/2018	27 - 44	DS
Items to note			
10.	MAT risk register	45 - 48	DS
11.	UTC assurance visit report	49 - 50	RB
12.	Board Committees and LGBs report of decisions	51 - 54	MB
13.	Governance effectiveness assessment summary	55 - 56	MB
14.	Any other business		DP

Date of next meeting
4.00 pm on Thursday, 28 September 2017

Members: David Phoenix (Chair), Rao Bhamidimarri, Adam Crossley, Douglas Denham St Pinnock, Richard Flatman, Tony Giddings, Steve McGuire, Richard Parrish and James Stevenson

Apologies: Steve McGuire

In attendance: Michael Broadway, Dan Smith and Pervena Singh (Clerk)

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**Minutes of the meeting of the South Bank Academies Board
held at 4.00 pm on Thursday, 30 March 2017
University Academy of Engineering - Trafalgar Street, London SE17 2TP**

Present

Richard Flatman (Chair for the meeting)
Adam Crossley
Douglas Denham St Pinnock
James Stevenson
Rao Bhamidimarri

Apologies

David Phoenix (Chair)
Richard Parrish
Steve McGuire
Tony Giddings

In attendance

Dan Smith
Michael Broadway (Company Secretary)
Pervena Singh (Clerk)

1. Welcome and apologies

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

The directors had an informative training session led by Andrew Dodge from Southwark Council on the role of a Multi-Academy Trust (MAT), and the responsibilities of directors in an Ofsted inspection.

2. Declarations of interest

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

3. Minutes of previous meeting

The Board approved the minutes of the meeting of 16 December 2016.

4. Matters arising

The Board discussed the pending matters from the previous meeting;

Action 1 - Annual Business plan for the Board to be further developed in conjunction with the governance effectiveness self-assessment.

Action 5 - CEO's job description currently under review, final version to be shared with the Board when made available.

Action 6 and 7 - South Bank Academies MAT strategic plan and marketing strategy to be presented to the Board at the next meeting in July 2017.

Action 15 - Lesley Morrison to be invited for an informal interview with the Chair and one other director in April.

Action 16 - Business Manager to circulate the revised Financial Control policy to the Board as a matter of urgency.

All other matters arising had been completed.

5. **CEO's Report**

The Board was presented with the CEO's report, which included detail on Ofsted preparation at the University Academy of Engineering (Academy), the recruitment of a permanent Principal for the Academy, and an update on the permanent school building for South Bank Engineering UTC (UTC).

The Board discussed the Academy's Ofsted readiness and noted that all teaching staff and non-teaching staff have had relevant Ofsted training. In addition, the school holds regular staff meetings to discuss any matters that have occurred within the week. The Board noted that the local governors have been circulated fact sheets which include relevant headlines of the school. It was agreed that this would be circulated to directors.

The Board was provided with an update on the UTC's temporary building, and the difficulty of recruiting students to the UTC, in line with other UTC's which is largely due to the year 10 admissions point.

The Board noted that consideration into changing the formation of the school from a UTC to a standard academy school may need to be further discussed in future years, should the difficulties of recruitment continue. Recruitment to be remarked as a high risk on the MAT risk register

The Board noted that the permanent UTC building is scheduled to be completed in September, and noted the impact to new students in the event of a delay. A contingency plan was being developed. The Board requested a progress update ahead of the July 2017 Board meeting.

The Board noted that £1m was available for equipment for the permanent accommodation and that the LSBU procurement department was advising on this, to ensure due procurement process was followed.

6. **Chair's business - Appointment of Academy Principal**

The CEO discussed the process of recruitment for the new Principal of the Academy. The Board noted that a two day rigorous assessment process had been developed including preparing a vision statement, group scenario role play, setting a yearly plan for the school, teaching a class, and a formal interview.

The CEO confirmed that the panel, made up of the Chair, CEO, local governors (with relevant Headteacher experience) and a representative from London South Bank University's Human Resources department, unanimously agreed on the successful candidate out of the five shortlisted.

Having considered the experience of the chosen candidate, and noting the recommendation of the panel, the Board agreed to ratify the appointment of Mr John Taylor, current Deputy Headteacher of the London Nautical School.

As part of the appointment process, the Board discussed the remuneration package for Mr Taylor. The CEO informed the Board of the proposed starting salary, and how it compared to similar roles in South London. A note with further details would be circulated to directors. The salary will be subject to performance based increment as determined by the Remuneration Committee.

The Board noted that in future remuneration of the Principals would be delegated to the Remuneration Committee. The Board noted that the Remuneration Committee had been established and requested that a Remuneration Committee meeting be convened imminently to approve the Remuneration Policy. The Chair of the Remuneration Committee requested detail of both Principals remuneration packages including pension, to inform discussions.

After due consideration, the Board agreed to ratify the salary for Mr Taylor.

The Board thanked the current Interim Principal, Gary Nelson for his contribution and support towards the improvement of the Academy. The Board commended Mr Nelson on his efforts to improve behaviour at the school and improve the standards of learning and teaching.

The Board also requested and was advised that there were no matters arising from the appointment process that should concern the Board regarding the current Interim Principal remaining in post until Mr Taylor is appointed.

7. February 2017 financial management report

The Board discussed the February 2016 consolidated financial management report, which forecasted a surplus of £295k. The Business Manager confirmed an increase in the surplus is due to staff moving out of the pension scheme.

The Board noted that the UTC has lost some of its students and as a result a provision for clawback has been provided for within the forecast. An additional £200k p.a. will be received from the Department for Education (DfE) to the UTC. The amount is likely to be available over the next three years, subject to meeting KPI's.

The Business Manager reported that next year's budget would be prepared in May 2017 to be reviewed by the Board at its July 2017 meeting, before the budget is submitted to DfE. The Board noted that the impact of the new funding formula would be known soon.

The Board noted that the original budget figures had been revised downwards to account for the impact of the clawback, resulting in a deficit budget and a positive variance for the year. The Board requested that this be adjusted for future reports in order that comparison is made against the original budget agreed.

8. MAT risk register

The Board discussed the MAT risk register which had been reviewed by the Audit Committee at its meeting on 9 March 2017.

The Board requested that specific reference to the risk surrounding student recruitment at the UTC is included on the recruitment risk.

The Board agreed that local school risk registers should be developed for regular review by the Local Governing Bodies of each school and by the MAT Audit Committee.

The most recent local school risk registers to be presented to the MAT Audit Committee at its next meeting in June 2017.

9. School assurance visits

The Board discussed the report on the assurance visit to the Academy by two directors on 14 March 2017. It was reported that the visit was positive and productive.

A similar visit to the UTC was being planned for the summer term. Follow up visit would take place in the autumn term 2017.

10. **Governance effectiveness self-assessment**

The Board noted the governance effectiveness self-assessment paper, and noted that questionnaires will be made available to directors and local governors in April 2017. Conclusions and recommendations from the survey will be made available at the July 2017 Board meeting.

11. **Appointment process for directors and local governors**

The Board noted the appointment process for directors and local governors, and agreed the resolution to approve the delegation of authority to the local governing bodies of each school for appointing co-opted local governors. Co-opted appointments are to be in accordance with the process of appointment as sent out in the report.

12. **Local governing bodies report on decisions**

The Board noted the report on decisions at each of the local governing bodies.

13. **Any other business**

In light of the Ofsted requirements discussed at the training session held before the Board meeting, the Board requested the chance to review the South Bank Academies MAT website. It was reported that the website content was currently under review by the CEO, and a link to the website will be sent to all directors before the website is made live.

The Board considered the need to network with other MATs, and were told of an arising collaboration opportunity with Aldridge Foundation Entrepreneurial Academy School.

**Date of next meeting
4.00 pm, on Tuesday, 11 July 2017**

Confirmed as a true record

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SOUTH BANK ACADEMIES BOARD - THURSDAY, 30 MARCH 2017
ACTION SHEET

Agenda No	Agenda/Decision Item	Action	Officer	Action Status
5.	CEO's Report	A progress update on the completion date for the UTC permanent building, to be provided to the Board ahead of its July 2017 meeting.	Rao Bhamidimarri	Update included within CEO report.
6.	Chair's business - Appointment of Academy Principal	A note on the proposed salary of the new Academy Principal to be circulated to directors following the board meeting. The Remuneration Committee to convene a meeting to discuss South Bank Academies Remuneration Policy.	Rao Bhamidimarri Pervena Singh	Completed, email sent on the 5 April 2017. Completed, to be held before the Board meeting on 11 July 2017.
7.	February 2017 financial management report	Next year's budget to be prepared in May 2017, and reviewed by the Board at its July 2017 meeting. A monthly financial management report to be sent to directors. Reports to be circulated in the 3rd week of the following month.	Dan Smith Dan Smith	Completed, included on agenda. <i>Pending, to start on the appointment of the new Business Manager.</i>
8.	MAT risk register	Local school risk registers to be developed, for review at the schools local governing bodies and the Audit Committee. Risk register to include reference to the risk surrounding recruitment at the UTC.	Dan Smith Dan Smith	Completed, included discussed at Audit Committee on 6 July 2017. Completed.
13.	Any other business	Directors to be circulated a link to view South Bank Academies web site before site is made live.	Rao Bhamidimarri	<i>Pending, website still under review, link to be sent in due course.</i>

FRIDAY, 16 DECEMBER 2016 - ACTION SHEET

Agenda No	Agenda/Decision Item	Action	Officer	Action Status
1.	Welcome and apologies	Annual business plan for the Board to be developed.	Pervena Singh	<i>In progress, draft circulated for comment.</i>
5.	Chief Executive's Report	Directors to have opportunity to review CEO job description.	David Phoenix	Chair to provide a verbal update to the Board on 11 July 2017.
6.	Draft Strategic Plan	A revised version of the MAT strategic plan incorporating KPIs to be provided to the Board.	Rao Bhamidimarri	<i>In progress – to be presented to the Board when available.</i>
7.	UTC & the Academy Development Plan	Marketing strategy for each school.	Rao Bhamidimarri	Completed, included on 11 July agenda.
16.	Policies	Amended version of the financial control policy to be circulated to directors by email.	Dan Smith	<i>Pending, Business Manager to circulate following review by LSBU Financial Controller.</i>

	CONFIDENTIAL
Paper title:	Chief Executive's Report
Board/Committee:	South Bank Academies Board Meeting
Date of meeting:	11 July 2017
Author:	Rao Bhamidimarri
Purpose:	To note
Recommendation:	The meeting is requested to note the CEO's Report.

The Trust

I met with the staff at both the UTC and the Academy to brief them on the harmonised staffing structure and pay scales. Following the meetings individual letters were issued to each of the staff members clarifying their new pay points and salary ranges.

Academy

Further to my last report, Ofsted inspected the Academy on 9th and 10th May 2017. The two day process was rigorous and all encompassing. The feedback provided by the Lead Inspector at the end of the inspection was positive and indicated a grade of "Good". In the meeting with the LGB governors, the Lead Inspector asked that a sub-committee for student welfare and safeguarding be established to ensure that there would be on-going and detailed scrutiny of safeguarding and student pastoral support. We subsequently received a draft report for comment. We proposed number of changes for accuracy of fact. We received the final report on 4th July and the report confirms the indicated outcome of "Good" across all areas. In addition, there are a number of positive comments about the school throughout the report. The report will be published on the Ofsted website by 10th July.

UTC

The contractors have arranged for sub-contractors to move the offices and equipment from the temporary accommodation into the new building for 1st September. So we are cautiously optimistic that the new building may become available earlier than the contractual handover date. However the project progress suggests that the building will not be ready before the agreed handover date of 18th September. In the meantime, the temporary accommodation has been deteriorating, resulting in water ingress and damage to the wooden flooring. We are working with the contractors to ensure that the business continuity is unaffected until the end of this term.

Staff recruitment continues to be a challenge, in particular at the UTC, where three staff accepted the offers only to pull out subsequently. We are working to put in place temporary arrangements until we advertise and to recruit permanent staff.

Procurement of equipment, both ICT and specialist science and engineering equipment is on-going.

The Trust undertook an assurance visit to the UTC and a report on this presented separately.

Business Manager / Chief Financial Officer

Dan Smith the current Business Manager and CFO to South Bank Academies and the two schools resigned from his role on 9th May 2017. Since this time we have undertaken in a strong recruitment drive, with a number of high calibre of applicants received. From the 12 applications we shortlisted five.

We held formal interviews on 28th June 2017 with a panel of five, which included the CEO, one local governor, Director of Planning, Information and Reporting from LSBU and an HR representative from LSBU.

Following an in-depth decision the panel agreed on the appointment of Claire Viner, who will take up the post on 1 August 2017. She is currently the Business Manager and Finance Director at ST Paul's Academy and has extensive experience in school business management, finance and DfE/EFSA and Company House reporting.

Learning and Teaching

The Learning and Teaching across both schools is now much improved with schools implementing robust processes for monitoring of student progression and implementation of appropriate interventions. The Academy in particular made significant improvement as validated by external reviews and Ofsted inspectors. The UTC is facing some challenges with the retention of teaching staff and this appears to slow the rate of improvement in attainment of students in certain subjects.

Behaviour for learning

We have made substantive progress in behaviour for learning at the Academy. Behaviour outside the class room also improved significantly. The learning environment at the UTC allows excellent student-staff interaction and a secure environment for students to learn, although the temporary accommodation does not offer comprehensive learning resources.

The Principal of the UTC decided to permanently exclude a student due to persistent misbehaviour and disobedience. This followed several fixed term exclusions and meetings with parents. Staff at the Academy are working towards a managed transfer of a student, who breached the behaviour policy and procedure.

Student Recruitment

Student recruitment at the UTC remains our main a challenge. We have currently 238 applications for the UTC, but only 50 for Year 10 so far. The applications trend suggests that the recruitment will be in excess of numbers approved by the DfE. The school however will receive funding for the additional students recruited in the new school year..

The recruitment at the Academy on the other hand is positive with 134 into year 7 confirmed so far. We have received 39 Year 12 applications and the applicants are currently being interviewed.

DfE and Ofsted Inspections

The Academy was inspected by Ofsted on 9th and 10th May. As reported earlier, the provisional outcome is a rating of “Good” across all areas.

John Taylor, the Principal Designate, is meeting with the staff and the senior leadership team in preparation for his arrival on 1st September. I have been meeting with him regularly to brief him on the Trust, our objectives and our ambitions for the Academy.

Term 3 DfE inspection will take place on 23rd June.

LSBU Links

Three students, one from the UTC and two from the Academy made presentations at the Staff conference and these were well received by the audience. Two female students also spoke at the International Women’s Day even at LSBU. Two students spoke at the LSBU Family of Institutions Launch event.

Student ambassadors are visiting the Academy and the UTC for mentoring sessions including advice on UCAS process and progression to higher education.

Staff from the School of Engineering are organising workshops on App development at both schools.

The Academy of Sport is providing student marshals for the Academy/UTC sports day on 7th July.

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Paper title:	MAT Marketing Strategy
Board/Committee	South Bank Academies Board
Date of meeting:	11 July 2017
Author:	Rao Bhamidimarri, CEO
Purpose:	Discussion
Recommendation:	The meeting is requested to discuss the proposed MAT marketing strategy.

Introduction

South Bank Academies, a multi-academy trust, sponsored by London South Bank University, provides innovative and professionally focused educational opportunities with a broadly-based curriculum and co-curricular programmes. The Trust is committed to educating and supporting the development of young people in South London so that they are most the sought after by good universities and world leading employers. Our educational offer focusses on Science, Technology, Engineering, Arts and Mathematics not only to prepare young people for highly rewarding professional careers, but also to foster creativity to ensure on-going career success.

The Trust currently operates two academies, the University Academy of Engineering South Bank, and the South Bank Engineering UTC.

The Academy is a unique secondary school for 11 to 18 year olds bringing STEM and Arts together. The learning and teaching adopt an innovative approach by encouraging students to set the agenda for their own learning. Thematic learning through “University Challenges” enables students to participate in curriculum development. Yet the outcomes are the national examinations at GCSE and A levels. Our teaching staff play a critical role as teachers as well as mentors.

Our UTC offers innovative curriculum and learning & teaching in partnership with employers and businesses to ensure pathways for Sixth Form students into higher education, apprenticeships and employment. Engagement of students in learning and teaching is central to our educational vision to make learning an engaging and enjoyable experience for all students, while cultivating professional ethos. Project based learning supported by employers, is a key to the engaged learning at the UTC.

Our schools are well equipped with excellent science and engineering laboratories and workshops, and learning spaces. The students and staff have full access to London South Bank University’s advanced science and technology facilities as well as the University Library.

We aspire for high achievement by all our students and therefore offer individualised learning support. In addition to academic and applied learning, we promote professionalism through cultivation of “soft skills”, such as communication, working with other people, valuing time

and money etc. so our students not only excel academically, but are also prepared to succeed when they enter higher education or employment.

Recruitment of students at the Academy is similar to other secondary schools, as Year 7 admissions are the responsibility of the Local Authority, but the UTC controls its own student recruitment into Year 10 and Year 12.

This document describes the marketing objectives, strengths and areas to improve and marketing strategies, activities and their effectiveness.

This document shows the South Bank Academies (Trust) marketing objectives, the markets in which the Trust and Trust's schools operate and the channels the Trust uses to deliver messages and information. Many of the marketing strategies will be executed by the individual schools with oversight and support from the Trust.

Marketing Objectives

Key marketing objectives are:

- To continue to raise the profile of the Trust and its schools
- To ensure that student recruitment within each of the schools of the Trust remains strong and that the schools are first choice within each of their catchment communities
- To promote the distinctiveness of the educational ethos and provision
- To promote and celebrate the achievement of the students and staff of the Trust schools
- To attract industry and business employer partners to support the Trust and its school by mentoring students, offering work placement opportunities and apprenticeships.

The Market

Both schools are located in densely populated areas of South London in which there are already established educational institutions including strong Post 16 offers. Although there are a large number of students there is currently no under provision in either of the boroughs.

Both areas have a high mix of ethnicity and culture. Student deprivation measured by Free School meals and Pupil Premium is higher than the national average.

Both schools have the advantage of offering STEM education focussing on employability and University aspirations. The Trust and the schools are sponsored by London South Bank University, which offers a range of advantages to the students and staff of the schools including access to the University Library, science and engineering laboratories and support services.

Strengths and Areas to Improve

Each school will have its own characteristics, strengths and areas for improvement. Identifying will assist the process of identifying the message and the channel in which to present it. Please find below the key strengths, areas of improvement, opportunities and threats faced.

The Trust

- Strengths - Location, University-led, career path ways for students, expertise, economies of scale
- Areas of improvement - University - schools collaboration, increase in number of schools, profile of the Trust,
- Opportunities - Funding changes making individual academies unviable, creation of a novel educational eco-system, service to industry and business, apprenticeships
- Threats - Fair funding formula, continuing growth in free schools, viability of UTCs

University Academy of Engineering South Bank

- Strengths – University sponsor, creative curriculum, STEAM focus, business links
- Areas of Improvement – Reputation for distinctive offer, evidence of excellence through data and impact, professionalism, links with the university
- Opportunities – Catchment with rapid economic growth, employability and skills focus, priorities for STEM
- Threats – New school, Strong local education offer, Free School movement, reduced funding, risks with novel educational ethos.

South Bank Engineering UTC

- Strengths - University sponsor, project based learning, STEM focus, business and industry links.
- Areas of Improvement - Promotion of the new school, professional ethos, data for evidence of achievement, links with the university
- Opportunities - Sub-regional catchment, new purpose designed building, and industry standard equipment and facilities, apprenticeship agenda
- Threats - Strong local education offer, non-standard (Year 10) admissions, Free School movement, poor publicity for UTC's nationwide, reduced funding.

Target Audience

Audience	Strategy
Potential students	<ul style="list-style-type: none"> • Prospectus. Posters, post cards, newsletter and flyers • Promotional gifts e.g., pens, pencils, memory sticks, pads, rulers and other give-aways. • Attractive and accessible website with up to date information on curriculum, choices, enrichment activities and student achievements in curricular and extra-curricular activities. • Advertises in movie theatres and video displays in community spaces during term breaks • Open events and bespoke marketing campaigns promoting distinctiveness of the schools.
Existing students	<ul style="list-style-type: none"> • Celebration of student achievements including awards and dedicated displays of student achievement • Promotion of progression routes into university, apprenticeships and employment, both via the printed materials and website. • Continuous improvement of learning experience and student support. • Provision of excellent facilities.
Parents	<ul style="list-style-type: none"> • Good quality information, printed and electronic including easily accessible website. • Parents evenings • Newsletters • Support for parents associations • Termly newsletters.
Employers and Careers services	<ul style="list-style-type: none"> • Invitations to presentation evenings and assemblies • Invitation to school careers events • Making available up to date curriculum information • Employer sponsored projects and Dragon's Den type competitions • Support for work placements and internships
External stakeholders	<ul style="list-style-type: none"> • Provision of up to date information on schools

such as Ofsted, DfE and Local Authorities	<ul style="list-style-type: none"> • Enhancing support for additional needs students in partnership with Las. • 14-19 careers activities with Las • Prompt provision of student progression and operational data.
The Public	<ul style="list-style-type: none"> • Promotion of the schools through press coverage • Good quality accessible website • Collaborative activities and access to school facilities • Community and charitable projects

Assessment of Marketing Channels

The following forms of marketing have all been used by the Trust and the individual schools. Each channel is assessed for impact and cost before implementation. It is also important not to view each channel in isolation; various channels can complement each other and raise awareness.

1. Website

Advantages	Disadvantages	Cost
<ul style="list-style-type: none"> • 'Public face' of UTC • Tailored content • Can be frequently updated • Can incorporate content other than text – images, video etc. • Communication channel – can host forms for example • Cross-posts social media content e.g. Twitter feed • Accessible on variety of devices including phones 	<ul style="list-style-type: none"> • Needs regular updates for 'freshness' • Hard to be conversational – tends to be one-way • Formal structure may not engage all 	<ul style="list-style-type: none"> • Low Cost

2. Social Media

Advantages	Disadvantages	Cost
<ul style="list-style-type: none"> • Can reach young audiences through variety of devices • Conversational (potentially) giving two-way communication • Content can be quickly and simply uploaded • Can eventually be student-led 	<ul style="list-style-type: none"> • Can cause reputational damage if posts are irregular, lacking in engaging content • Cannot control comments field – potential for negative comments • Open to being hacked 	<ul style="list-style-type: none"> • Low Cost

3. Prospectus

Advantages	Disadvantages	Timescales
<ul style="list-style-type: none"> • Detailed – range of information • Effective branding – use of imagery and colour • Can reach a large audience 	<ul style="list-style-type: none"> • Expensive to produce (design and print) • Can become dated 	<ul style="list-style-type: none"> • High Cost

electronically and in hard copy		
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4. Flyers and posters

Advantages	Disadvantages	Timescales
<ul style="list-style-type: none"> • Comparatively cheap to produce in volume • Can be easily distributed and displayed • Can be distributed by students 	<ul style="list-style-type: none"> • Potentially low impact if design is poor • Low impact if distribution is poorly-targeted 	<ul style="list-style-type: none"> • Low Cost

5. Open events off-site

Advantages	Disadvantages	Cost
<ul style="list-style-type: none"> • Can be effective awareness-raising • Platform to engage with visitors • Opportunities to gather data • Can strengthen relationships with sponsors when held at sponsor venues 	<ul style="list-style-type: none"> • Potentially low impact if location, timing and communication is not optimal • Can be costly – venue hire, staff time, travel, merchandise 	<ul style="list-style-type: none"> • High Cost

6. Direct mailshots

Advantages	Disadvantages	Cost
<ul style="list-style-type: none"> • Can be precisely targeted so cost-effective • Can be personalised, giving high level of engagement • Can be printed quickly to link to events, offers or competitions • Sponsors can support with costs e.g. postage 	<ul style="list-style-type: none"> • Costly to design, print and post • Issues over low quality data • Can be low impact if area and date choice is not optimal 	<ul style="list-style-type: none"> • Medium Cost

7. Events at other schools

Advantages	Disadvantages	Cost
<ul style="list-style-type: none"> • Can reach a large audience of target market – age, location • Can give personal presentations • Can gather contact data • Can gather paper application forms 	<ul style="list-style-type: none"> • Limited number of opportunities – reticence and defensiveness from some schools 	<ul style="list-style-type: none"> • Low Cost

8. Open events at Own School

Advantages	Disadvantages	Cost
<ul style="list-style-type: none"> • Can be run regularly • Low cost other than staff time commitment • Visitors can meet students to ask questions • Visitors can tour facilities and get sense of place 	<ul style="list-style-type: none"> • Time commitment • Safeguarding and H&S issues need navigating • Visitor numbers may need management 	<ul style="list-style-type: none"> • Low Cost

9. Print, digital and web advertising

Advantages	Disadvantages	Cost
<ul style="list-style-type: none"> • Can reach a large audience in and around the school catchments • Can incorporate a range of content • Can be run across channels in a campaign e.g. radio, web and print to support open event • Can be cost effective 	<ul style="list-style-type: none"> • Can be costly to design and produce • Somewhat untargeted and unknown impact • Cost for some media e.g. radio and digital is prohibitive 	<ul style="list-style-type: none"> • High Cost

Trust Level Marketing

Taking into account the marketing objectives the Trust undertakes a range of marketing and promotional activities to promote the Trust and its schools. These range from video advertising in the community events, new paper adverts, slides prior to movies in theatres, adverts on the buses, promotion through editorials in local papers, talks to students in primary and secondary schools etc.

School Level Marketing

After assessing the objectives of the Trust/School, the allocated budget and the channels of marketing and communication available, each school will compile a plan for the upcoming academic year (see example in appendix A). This plan is shared with the Trust CEO and updated for new events and emerging opportunities. At the end of the year the plan is reviewed and assessed for effectiveness to enhance effectiveness for future years. The University, industry and business stakeholders also support the marketing and recruitment events.

Appendix A - South Bank Engineering UTC Marketing Plan 2016/17



South Bank
Engineering UTC

South Bank Engineering UTC Marketing Calendar 2016-17

	Aug-14	September	October	November	December	Jan-15	February	March	April	May	June	July											
Sat			1						1			1											
Sun			2	WEEK 4		1	WEEK 15		2		WEEK 29	2	WEEK 37										
Mon	1 Website update		3	Mailshot out		2	XMAS		3	EASTER	1 BANK HOLIDAY	3	Newsletter										
Tues	2 SUMMER HOLS		4		1	3	Newsletter		4	EASTER	2 Newsletter	4											
Wed	3 SUMMER HOLS		5		2	4		1	5	EASTER	3	5											
Thur	4 SUMMER HOLS	1 INSET	6	Open morning	3 Open morning	1 Open morning	5		2	2 Open morning	6 EASTER	4	1 HALF TERM	6									
Fri	5 SUMMER HOLS	2 INSET	7	Flyers out	4	2	6	Mailshot out	3		7 EASTER	5	2 HALF TERM	7									
Sat	6	3	8		5	3		4		4		6	3	8									
Sun	7	4	9	WEEK 5	6	WEEK 8	4	WEEK 12	7	WEEK 16	5	WEEK 20	5	WEEK 23	9	7	WEEK 30	4	WEEK 33	9	WEEK 38		
Mon	8 Facebook ads	5 INSET	10	Newsletter	7		5		9	Print ads	6		6	Newsletter	10	EASTER	8		5	Newsletter	10		
Tues	9 SUMMER HOLS	6 INSET	11		8	6	10		7		7		7	11	EASTER	9		6		11			
Wed	10 SUMMER HOLS	7 INSET	12		9	7	11		8		8		8	12	EASTER	10		7		12			
Thur	11 SUMMER HOLS	8 Test Y10	13	Open morning	10 Open morning	8 Open morning	12	Open morning	9	Open morning	9		9	13	EASTER	11		8	Open morning	13	Open morning		
Fri	12 Hoardings	9 Test Y12	14		11	Flyers out	9	Skills London	13		10	Flyers out	14	EASTER	12			9		14			
Sat	13	10	15	Open event	12		10	Skills London	14	Open event	11		11	15				10		15		Lambeth Show	
Sun	14	11	16	WEEK 1	13	WEEK 9	11	WEEK 13	15	WEEK 17	12		12	WEEK 24	16	WEEK 27	14	WEEK 31	11	WEEK 34	16	Lambeth Show	
Mon	15	12	17		14	Newsletter	12	Newsletter	16	Newsletter	13	HALF TERM	13		17	EASTER	15	Newsletter	12		17	Newsletter	
Tues	16	13	18	Print ads	15		13		17		14	HALF TERM	14		18	Newsletter	16		13		18		
Wed	17	14	19		16		14		18		15	HALF TERM	15		19			14		17		19	
Thur	18	15	en morning/phot	20	Open morning	17	Open morning	15	19		16	HALF TERM	16	Open morning	20		18	Open morning	15		20	SUMMER HOLS	
Fri	19	16	Photoshoot	21	Flyers out	18		16	20	Flyers out	17	HALF TERM	17		21		19		16		21	SUMMER HOLS	
Sat	20	17		22		19		17	21		18		18		22		20		17		22		
Sun	21	18	WEEK 2	23		20	WEEK 10	18	WEEK 14	22	WEEK 18	19	WEEK 21	19	WEEK 25	23	WEEK 28	21	WEEK 32	18	WEEK 35	23	WEEK 40
Mon	22	19	24	HALF TERM	21		19	XMAS	23		20	Newsletter	20	Newsletter	24		22		19	Newsletter	24	SUMMER HOLS	
Tues	23	20	25	HALF TERM	22		20	XMAS	24		21		21		25		23		20		25	SUMMER HOLS	
Wed	24	21	26	HALF TERM	23		21	XMAS	25		22		22		26		24		21		26	SUMMER HOLS	
Thur	25	22	Open morning/ev	27	HALF TERM	24	Open morning	22	XMAS	26	Open morning	23		23	27	Open morning	25		22	Open morning	27	SUMMER HOLS	
Fri	26	23	Enrolment	28	HALF TERM	25		23	XMAS	27		24		24		28		26		23		28	SUMMER HOLS
Sat	27	24	Enrolment	29		26		24	28		25		25	Open event	29		27		24		29		
Sun	28	25	WEEK 3	30	WEEK 7	27	WEEK 11	25	29	WEEK 19	26	WEEK 22	26	WEEK 26	30		28		25	WEEK 36	30		
Mon	29	26	Enrolment	31	Newsletter	28	Newsletter	26	XMAS	30	Newsletter	27		27		29	HALF TERM	26		31	SUMMER HOLS		
Tues	30	27	Enrolment			29		27	XMAS	31		28		28		30	HALF TERM	27					
Wed	31	28	Pre-opening			30		28	XMAS			29		29		31	HALF TERM	28					
Thur		29	Open morning					29	XMAS			30	Open morning					29					
Fri		30	Mailshot					30	XMAS			31	Flyers out					30					
Sat								31															
Sun																							

- Web
- Print publications
- Events (external)
- Events (internal)
- Advertising

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	CONFIDENTIAL
Paper title:	May Financial Management Accounts
Board/Committee:	South Bank Academies Board Meeting
Date of meeting:	11 July 2017
Sponsor:	CEO
Author:	Dan Smith
Purpose:	Review
Recommendation:	To review the May 2017 Management Accounts

Executive Summary

The purpose of this report is to provide information allowing the South Bank Academies Board to review the current financial situation.

Shown within this report;

- A consolidated Forecast
- Individual forecast for both schools and central services
- Analysis of income and expenditure

Introduction

The purpose of this report is to provide information to the South Bank Academies Board and allow them to review the current financial position for the academic and financial year ending 31st August 2017.

The information within the report should give assurance of the Trust's financial position and help assist any decision making over the period covered.

The report will cover the Trust as a whole followed by forecasts for each school and the central services.

Forecasts for each school are submitted to the relevant local governing body and sub-committees for regular review.

Summary – Consolidated Forecast

Current Forecast for Academic Year 2016/17 (As at 31st May 2017)						
Percentage of Academic Year passed = 75%						
	Current	Forecast	Budget	Variance	Current/ Forecast %	Comment
Income						
GAG Income	3,498,188	4,594,551	4,594,551	0	76%	On Target
Start Up Grants	411,792	412,000	412,000	0	100%	Start Up Grants Front ended
Other Government Income	333,554	419,158	219,158	200,000	80%	On Target
Other Income	106,378	176,871	145,897	30,974	60%	On Target
Projected Clawback	(602,456)	(803,274)	0	(803,274)	75%	On Target
Capital Grant	0	0	0	0	0%	On Target
Income Total	3,747,456	4,799,307	5,371,607	(572,300)		
Expenditure						
Teaching Salaries	1,592,886	2,181,082	2,418,449	(237,367)	73%	On Target
Other Salaries	715,920	988,357	1,143,025	(154,668)	72%	On Target
Other Staff Costs	82,388	111,750	137,682	(25,932)	74%	On Target
Building Maintenance & Occupancy Costs	226,966	368,050	350,886	17,164	62%	On Target
Curriculum Budgets	104,805	120,866	108,741	12,125	87%	On Target
Consultancy/Professional Services	152,113	208,000	164,794	43,206	73%	On Target
Catering Costs	173,791	226,243	273,352	(47,109)	77%	On Target
Exams	16,692	23,000	13,600	9,400	73%	On Target
IT Costs	46,320	128,459	132,330	(3,871)	36%	Managed Service Cost not Invoiced
Capital Costs	0	10,000	10,000	0	0%	On Target
Central Services	0	0	0	0	0%	On Target
Other Costs	77,628	126,216	113,183	13,033	62%	On Target
Expenditure Total	3,189,509	4,492,022	4,866,042	(374,020)		
Surplus/(Deficit)	557,947	307,285	505,565	(198,280)		

Surplus

The current forecast shows a projected year end surplus of £307k. The original budget showed a surplus of £505k but there have been significant revisions due to reduced pupil numbers leading to a projected clawback liability of £803k and a reduction in staffing salaries.

Income

As mentioned previously there has been a projected clawback liability of £803k which has reduced the income level. Additional 'transitional' funding of £200k for the UTC has been received and there have been additional amounts of income relating to high needs students received.

Expenditure

Excluding staffing costs there has been a positive variance against budget of £44k of all other expenditure.

Summary – Academy Forecast

Current Forecast for Academic Year 2016/17 (As at 31st May 2017)						
Percentage of Academic Year passed = 75%						
Income	Current	Forecast	Budget	Variance	Current/Forecast %	Comment
GAG Income	2,586,089	3,431,050	3,431,050	0	75%	On Target
Start Up Grants	182,292	182,500	182,500	0	100%	Start Up Grants paid
Other Government Income	133,554	190,200	190,200	0	70%	Awaiting EFA Rates reclaim
Other Income	91,607	146,474	115,500	30,974	63%	Catering Income decreased/Additional High Needs
Prospective Clawback	(336,000)	(448,000)	0	(448,000)	75%	Clawback shown as monthly deduction
Capital Grant	0	0	0	0		
Income Total	2,657,543	3,502,224	3,919,250	(417,026)		
Expenditure	Current	Forecast	Budget	Variance	Current/Forecast %	Comment
Teaching Salaries	1,150,472	1,560,411	1,832,125	(271,714)	74%	On Target
Other Salaries	481,061	673,854	790,130	(116,276)	71%	On Target
Other Staff Costs	76,635	101,000	118,757	(17,757)	76%	Recruitment costs not yet spent
Building Maintenance & Occupancy Costs	218,917	341,532	314,400	27,132	64%	Waiting on Utility Bills
Curriculum Budgets	79,096	90,000	77,875	12,125	88%	Resources are usually front ended
Consultancy/Professional Services	108,413	142,500	95,294	47,206	76%	On Target
Catering Costs	130,234	172,891	220,000	(47,109)	75%	Catering Costs adjusted
Exams	6,739	10,000	10,000	0	67%	On Target
IT Costs	27,729	106,079	117,330	(11,251)	26%	On Target (Managed Service Costs not yet invoiced)
Capital Costs	0	10,000	10,000	0	0%	On Target
Central Services	147,512	147,512	147,512	0	100%	On Target
Other Costs	56,458	74,216	68,350	5,866	76%	On Target
Expenditure Total	2,483,266	3,429,995	3,801,773	371,778		
Surplus/(Deficit)	174,276	72,230	117,477	(45,247)		

Analysis

Most areas are on target and the Academy is forecasting a surplus of £72k. Some costs centres may not be used fully and the surplus could rise further.

Summary – UTC Forecast

Current Forecast for Academic Year 2016/17 (as at the 31st May 2017)						
Percentage of Academic Year passed = 75%						
Income	Current	Forecast	Budget	Variance Forecast/Budget	Current/Forecast %	Comment
GAG Income	912,099	1,163,501	1,163,501	-	78%	On Target
Start Up Grants	229,500	229,500	229,500	-	100%	Start Up Grants Paid
Other Government Income	200,000	228,958	28,958	200,000	87%	Awaiting Pupil Premium & Top Up Funding
Other Income	14,770	30,397	30,397	-	49%	On target
Prospective Clawback	(266,456)	(355,274)	0	(355,274)	75%	Clawback shown as monthly deduction
Capital Grant	0	0	0	-		
Income Total	1,089,913	1,297,083	1,452,357	(155,274)		
Expenditure	Current	Forecast	Budget	Variance	Current/Forecast %	Comment
Teaching Salaries	442,414	620,671	586,324	34,347	71%	On target
Other Salaries	145,334	194,491	232,883	(38,392)	75%	On target
Other Staff Costs	5,753	10,750	18,925	(8,175)	54%	Recruitment Costs still to be paid
Building Maintenance & Occupancy Cos	8,049	26,518	36,486	(9,968)	30%	Awaiting Utility Bills
Curriculum Budgets	25,710	30,866	30,866	-	83%	On Target
Consultancy/Professional Services	20,700	30,500	34,500	(4,000)	68%	On target
Catering Costs	43,557	53,352	53,352	-	82%	On target
Exams	9,953	13,000	3,600	9,400	0%	Additional Exam Costs
IT Costs	18,591	22,380	15,000	7,380	83%	Additional Costs
Central Services	41,665	41,665	41,665	-	100%	Paid in full
Capital Costs	0	0	0	-	0%	On target
Other Costs	16,670	27,000	19,833	7,167	62%	May exceed budgeted amount
Expenditure Total	778,394	1,071,192	1,073,434	(2,241)		
Surplus/(Deficit)	311,519	225,890	378,923	(153,033)		

Analysis

Most areas are on target and the UTC is forecasting a surplus of £226k which includes the £200k transitional fund. Overall expenditure is in line with budget.

Summary – Central Service Forecast

Current Forecast for Academic Year 2016/17 (as at the 31st May 2017)						
Percentage of Academic Year passed = 75%						
Income	Current	Forecast	Budget	Variance Forecast/Budget	Current/ Forecast %	Comment
GAG Income	-	-	-	-	0%	On Target
Start Up Grants	-	-	-	-	0%	On Target
Other Government Income	-	-	-	-	0%	On Target
Other Income	-	-	-	-	0%	On Target
Capital Grant	-	-	-	-	0%	On Target
Prospective Clawback	-	-	-	-	0%	On Target
Income Total	-	-	-	-		
Expenditure	Current	Forecast	Budget	Variance Forecast/Budget	Current/ Forecast %	Comment
Teaching Salaries	-	-	-	-	0%	On Target
Other Salaries	89,525	120,012	120,012	-	75%	On Target
Other Staff Costs	-	-	-	-	0%	On Target
Building Maintenance & Occupancy Cos	-	-	-	-	0%	On Target
Curriculum Budgets	-	-	-	-	0%	On Target
Consultancy/Professional Services	23,000	35,000	35,000	-	66%	On Target
Catering Costs	-	-	-	-	0%	On Target
Exams	-	-	-	-	0%	On Target
IT Costs	-	-	-	-	0%	On Target
Capital Costs	-	-	-	-	0%	On Target
Central Services Cost	(189,177)	(189,177)	(189,177)	-	100%	On Target
Other Costs	4,500	25,000	25,000	-	18%	On Target
Expenditure Total	(72,152)	(9,165)	(9,165)	-		
Surplus/(Deficit)	72,152	9,165	9,165	-		

Analysis

Most areas are on target and the Central Services is forecasting a surplus of £9k as per the budget.

	CONFIDENTIAL
Paper title:	MAT Budget 2017/2018
Board/Committee:	South Bank Academies Board Meeting
Date of meeting:	11 July 2017
Sponsor:	CEO
Author:	Dan Smith
Purpose:	To Approve
Recommendation:	The Board are asked to consider and approve South Bank Academies 2017/2018 Budget.

Executive Summary

The purpose of this report is to provide information allowing the South Bank Academies Board to approve the 2017/2018 Budget.

Shown within this report;

- A consolidated Trust wide budget
- Individual budgets for both schools
- A Central Service budget
- Analysis of income and expenditure
- Benchmarking based on the DfE's benchmarking data

BUDGET REPORT 2017/18

(Inc. 5 Year Financial Forecast)

For the attention: South Bank Academies Board

**Compiled by: Dan Smith
Trust Business Manager**

Date: June 2017

Introduction

The purpose of this report is to provide information to the South Bank Academies Board and allow them to ratify the proposed budget for the 2017/18 financial and academic year.

In addition to the 2017/18 proposed budget are forecasted budgets for the following four years.

The information within the report should give assurance of the Trust's financial position and help assist any strategic decision making over the period covered.

The report will cover the Trust as a whole followed by budgets and analysis for each school and the central services.

Budgets were set in collaboration with the Principals' at each school, staffing levels which represent a majority of the expenditure have been set to meet curriculum and safeguarding needs.

Summary

Income	2017/18	2018/19	2019/20	2020/21	2021/22
GAG Income	5,746,588	7,580,976	9,004,072	10,012,621	11,055,349
Start Up Grants	323,500	92,000	-	-	-
Other Government Income	697,700	787,074	675,750	718,632	749,515
Other Income	226,425	265,449	316,875	353,374	384,647
Prospective Clawback	-	-	-	-	-
Capital Grant	-	-	-	-	-
Income Total	6,994,213	8,725,498	9,996,697	11,084,627	12,189,510
Expenditure	2017/18	2018/19	2019/20	2020/21	2021/22
Teaching Salaries	3,105,438	4,223,204	4,978,737	5,440,172	5,853,899
Other Salaries	1,693,957	1,793,245	2,035,177	2,170,380	2,541,731
Other Staff Costs	148,612	158,893	174,187	174,497	189,821
Building Maintenance & Occupancy Costs	481,901	541,192	592,409	656,650	691,037
Curriculum Budgets	200,000	177,406	196,658	216,979	242,647
Consultancy/Professional Services	149,000	142,250	177,513	207,788	223,078
Catering Costs	323,585	422,250	505,713	565,516	626,862
Exams	90,750	160,000	195,000	245,000	255,000
IT Costs	225,540	246,305	270,743	285,984	320,235
Central Services	-	-	-	-	-
Capital Costs	102,000	185,000	225,000	275,000	350,000
Other Costs	399,000	523,199	558,769	567,565	586,381
Expenditure Total	6,919,783	8,572,943	9,909,906	10,805,529	11,880,691
Surplus/(Deficit)	74,430	152,555	86,791	279,098	308,819
Surplus/Income	1.1%	1.7%	0.9%	2.5%	2.5%

Surplus

The overall budget shows a surplus of £74k which equates to 1.1% of the total income. Department for Education rules stated before 2012 that you were allowed to carry forward up to 12% without any clawback, the Academy Financial Handbook now states *'these limits have now been removed so that ATs can keep money aside for when it is needed most and build up reserves'*.

Income

The income is as per the statements from the Education Funding Agency (EFA) for each school, this has been checked and agreed.

The GAG pupil led income is £5.7m. This breaks down to £4.8m for Pre 16 students and £0.9m for Post 16 students.

Additionally, other income is derived from other sources such as Pupil Premium, Council Rates re-imburement Catering income and any self-generated income via lettings, sponsorship or the provision of services.

As the staffing capacity increases and the Trust develops history and data it may be possible to attract more self-generated income via sponsorship, trusts or grants. At present the Trust is heavily reliant on GAG income, 87% of all income is GAG related against a local secondary school average of 83%.

With pressure on school budgets it may be advantageous to explore ways to supplement the regular funding streams.

Staff Costs

Staff costs to total expenditure are budgeted to be 69%, against a local sponsored secondary academy average of 69%.

The staff costs include the following;

- All current staff with salary increases where applicable
- Newly appointed teaching staff starting in September
- Support staff roles currently being recruited (the top of each range advertised has been used)

There is a provision for supply staff to cover absences.

Premises Costs

The average local sponsored secondary academy will spend 7.7% of its total expenditure on premises or occupancy costs, the Trust is forecast to spend 8.8%.

Included within the premises costs will be a number of fixed or non-pupil led costs such as rates, utilities and alarm systems servicing and maintenance, as the pupil numbers grow the income and expenditure will increase and the cost of these items as a percentage of the whole expenditure will decrease, in 2021/22 the forecast percentage is 7.8%.

Economies of Scale

As the multi-academy trust grows and develops there will be opportunities to take advantage of its increased size by contracting services and supplies across the Trust rather than schools doing so individually.

The following services have been procured using this bargaining power creating savings for each school:

- Catering – A one-year contract has been agreed for both sites with JPL Catering. They have been the catering supplier for the UTC since inception and had a year left on their existing contract. They were the preferred choice of both Principals and the Chief Executive.
A tendering process will be put in place for a longer term contract starting in September 2018.
- Cleaning – The UTC required a cleaning service for their new building and the Academy were experiencing operational problems with their existing supplier. A tendering process took place and the contract was given to AIM Cleaning Services.

- Employment Law, Education Law, Payroll and Health and Safety Advice – All provided by Judicium Education.

Other costs

Other costs such as regular office supplies and photocopying have been based on historic costs and then extrapolated by their leading factor such as student or staffing numbers.

Ratios

Ratios						Southwark Secondary Average
Surplus to GAG	1.2%	2.0%	1.0%	2.8%	2.8%	Between 0% - 5%
Staff Costs to Total Expenditure	69%	70%	71%	70%	71%	69%
Occupancy Costs to GAG (Inc. Start Up Grants)	8.8%	8.3%	7.8%	7.9%	7.8%	7.7%
GAG Income as % of Total Income	87%	88%	90%	90%	91%	83%
No of Students	741	979	1,174	1,309	1,444	
Teaching Staff FTE	56.1	78.6	85.9	94.4	102.0	
All Staff FTE	111.2	142.6	155.7	169.4	188.5	
Teaching Staff %	50%	55%	55%	56%	54%	52%

Some of the ratios and percentages have already been stated within the report but it is interesting to benchmark the Trust and the Trust's schools budget and forecast against the Local Secondary Average which has been collected via the DfE benchmarking data. This will show any strange discrepancies and also allow some contextual analysis on the figures.

Surplus to GAG – All years are within the average. Whilst it is good practice to carry forward reserves it should be remembered the revenue income received should be spent on the current cohort and not stockpiled.

Occupancy Costs – At present our students numbers are below the fully occupied level. This will mean that a larger than normal proportion of the costs over the first few years have gone towards the maintenance of the site, these costs will be items such as utility bills and statutory maintenance of equipment are fixed costs and cannot be avoided. As you can see the percentage against income decreases from 8.8% to 7.8% over the five years.

Pupil Numbers

The budget is based on the following 2017/18 pupil numbers, these numbers were submitted to the DfE and approved for funding;

	Academy	UTC	Total
Pre 16	510	86	596
Post 16	44	101	145
Total	554	187	741

At present the pupil numbers look achievable.

There are still marketing opportunities to increase the Pre 16 cohort at the UTC as this is a difficult year group to attract as it is not a natural entry level. Post 16 admissions for the UTC are higher than expected.

The Academy should reach its targets at both entry levels and has also received several in-year applications into its current year groups from other schools.

Forecast 2018/19 to 2021/22

All future years show a surplus and are based on current funding. If a new funding formula is introduced by the government then this will need to be reviewed.

It is important to remember that future year's forecasts are indicative and can alter as they are affected by student numbers and emergent strategies. They do however show that the Trust is planning well for the future, is financially secure and able to anticipate and solve any future problems.

Shown below are the budgets and forecasts for the individual schools and central services, these are to be presented to the Local Governing Body of each school so there may be some duplication of narrative.

University Academy of Engineering South Bank

Introduction

The purpose of this report is to provide information to the University Academy of Engineering South Bank Local Governing Body and allow them to ratify the proposed budget for the 2017/18 financial and academic year.

In addition to the 2017/18 proposed budget are forecasted budgets for the following four years.

The information within the report should give assurance of the Academy's financial position and help assist any strategic decision making over the period covered.

The Budget was set in collaboration with the Principal. Staffing levels which represent a majority of the expenditure have been set to meet curriculum and safeguarding needs.

Summary

Income	2017/18	2018/19	2019/20	2020/21	2021/22
GAG Income	4,287,585	5,639,093	6,338,793	6,590,597	6,709,841
Start Up Grants	141,000	-	-	-	-
Other Government Income	423,000	494,824	549,000	557,382	565,765
Other Income	182,295	207,441	237,610	252,198	255,794
Prospective Clawback	-	-	-	-	-
Capital Grant	-	-	-	-	-
Income Total	5,033,880	6,341,357	7,125,403	7,400,178	7,531,399
Expenditure	2017/18	2018/19	2019/20	2020/21	2021/22
Teaching Salaries	2,192,178	3,137,884	3,613,549	3,565,027	3,571,924
Other Salaries	1,088,602	1,091,738	1,219,397	1,285,985	1,331,221
Other Staff Costs	108,000	118,000	123,000	123,000	123,000
Building Maintenance & Occupancy Costs	344,750	359,438	385,409	391,680	398,264
Curriculum Budgets	160,000	125,000	125,000	125,000	125,000
Consultancy/Professional Services	92,000	97,000	122,000	152,000	167,000
Catering Costs	234,325	306,236	348,184	364,164	370,156
Exams	65,000	100,000	125,000	125,000	125,000
IT Costs	152,000	157,000	157,000	157,000	157,000
Central Services	155,000	197,368	221,858	230,671	234,844
Capital Costs	100,000	175,000	200,000	225,000	250,000
Other Costs	301,000	409,824	440,000	448,382	456,765
Expenditure Total	4,992,855	6,274,486	7,080,397	7,192,909	7,310,174
Surplus/(Deficit)	41,025	66,871	45,006	207,269	221,225
Surplus/Income	0.8%	1.1%	0.6%	2.8%	2.9%

Surplus

The overall budget shows a surplus of £41k which equates to 0.8% of the total income. Department for Education rules stated before 2012 that you were allowed to carry forward up to 12% without any clawback, the Academy Financial Handbook now states *'these limits have now been removed so that ATs can keep money aside for when it is needed most and build up reserves'*.

Income

The income is as per the statements from the Education Funding Agency (EFA) and has been checked and agreed.

The GAG pupil led income is £4.28m. This breaks down to £4.05m for Pre 16 students and £0.23m for Post 16 students.

In addition to this other income is derived from other sources such as Pupil Premium, Council Rates re-imburement Catering income and any self-generated income via lettings, sponsorship or the provision of services.

As the staffing capacity increases and the Academy develops history and data it may be possible to attract more self-generated income via sponsorship, trusts or grants. At present the Academy is heavily reliant on GAG income, 88% of all income is GAG related against a local secondary school average of 83%.

With pressure on school budgets it may be advantageous to explore ways to supplement the regular funding streams.

Staff Costs

Staff costs to total expenditure are budgeted to be 68%, against a local sponsored secondary academy average of 69%.

The staff costs include the following;

- All current staff with salary increases where applicable
- Newly appointed teaching staff starting in September
- Support staff roles currently being recruited (the top of each range advertised has been used)

There is a provision for supply staff to cover absences.

Facilities Costs

The average local sponsored secondary academy will spend 7.7% of its total expenditure on premises or occupancy costs, the Academy is forecast to spend 7.8%. This has been reduced from the initial year when the percentage was 14%.

Included within the premises costs will be a number of fixed or non-pupil led costs such as rates, utilities and alarm systems servicing and maintenance, as the pupil numbers have grown the percentage of the total expenditure related to facilities costs has decreased.

Economies of Scale

The Academy is part of the South Bank Academies multi-academy trust and as the multi-academy trust grows and develops there will be opportunities to take advantage of its increased size by contracting services and supplies across the Trust rather than schools doing so individually.

The following services have been procured using this bargaining power creating savings for each school, the MAT currently consists of the Academy and the South Bank Engineering UTC:

- Catering – A one-year contract has been agreed for both sites with JPL Catering. They have been the catering supplier for the UTC since inception and had a year left on their existing contract. They were the preferred choice of both Principals and the Chief Executive.
A tendering process will be put in place for a longer term contract starting in September 2018.
- Cleaning – The UTC required a cleaning service for their new building and the Academy were experiencing operational problems with their existing

supplier. A tendering process took place and the contract was given to AIM Cleaning Services.

- Employment Law, Education Law, Payroll and Health and Safety Advice – All provided by Judicium Education.

Other costs

Other costs such as regular office supplies and photocopying have been based on historic costs and then extrapolated by their leading factor such as student or staffing numbers.

Ratios

Ratios						Sponsored Secondary Average
Surplus to GAG	0.9%	1.2%	0.7%	3.1%	3.3%	Between 0% - 5%
Staff Costs to Total Expenditure	68%	69%	70%	69%	69%	69%
Occupancy Costs to GAG (Inc. Start Up Grants)	7.8%	6.4%	6.1%	5.9%	5.9%	7.7%
GAG Income as % of Total Income	88%	89%	89%	89%	89%	83%
Teaching Staff %	51%	58%	57%	55%	54%	52%

Some of the ratios and percentages have already been stated within the report but it is interesting to benchmark the Academy's budget and forecast against the Local Secondary Average which has been collected via the DfE benchmarking data. This will show any strange discrepancies and also allow some contextual analysis on the figures.

Surplus to GAG – All years are within the average. Whilst it is good practice to carry forward reserves it should be remembered the revenue income received should be spent on the current cohort and not stockpiled.

All other ratios are within expected ranges. Occupancy costs are below the average and as the academy building is newer than most other schools the utility and occupancy costs may be lower as a percentage of total expenditure when full.

Pupil Numbers

The budget is based on the following 2017/18 pupil numbers, these numbers were submitted to the DfE and approved for funding;

	Pupil Nos.
Pre 16	510
Post 16	44
Total	554

At present the pupil numbers look achievable. The Academy should reach its targets at both entry levels.

In-year applications into its current year groups from other schools have been high throughout the current academic year.

Forecast 2018/19 to 2021/22

All future years show a surplus and are based on current funding. If a new funding formula is introduced by the government then this will need to be reviewed.

It is important to remember that future year's forecasts are indicative and can alter as they are affected by student numbers and emergent strategies. They do however show that the Academy is planning well for the future, is financially secure and able to anticipate and solve any future problems.

Below is shown the detail for the budget at the Academy

Pre-16 School Budget Share	4,054,278	As per Income Statement
16-19 School Budget Share	233,307	As per Income Statement
Rates Relief	54,000	90% of Cost
Pupil Premium	285,000	Based on 60% of KS3&4
Start Up Grant Part A	141,000	As per Income Statement
SEN Funding	84,000	Based on 5 students
Lettings Income	20,000	Historical Data Used
Catering Income	132,795	60% of Cost (Current 40% FSM)
Trip Income	23,000	Historical Data Used
Uniforms Income	5,000	Historical Data Used
Bank Interest	1,500	Historical Data Used
Income	5,033,880	

Teachers - Salaries/Allowances	2,114,678	As per Salary Analysis
Agency Supply Cover - Teaching	77,500	PE Coaches plus £250 per day
	2,192,178	
Teaching Assistants - Salaries	699,877	As per Salary Analysis
Premises Staff - Salaries	84,312	As per Salary Analysis
Increases 1%	32,186	1% of Total Pay
Increases PM	30,000	15 Increases
Finance & Admin - Salaries	227,227	As per Salary Analysis
Agency Supply Cover - Support	15,000	Historical Data Used
	1,088,602	
Course Fees	60,000	Increase from 2016/17
Recruitment Fees	40,000	Based on 16/17 TES subscription included
Staff Travel	3,000	Based on 16/17
Hospitality	5,000	Based on 16/17
	108,000	

Building Projects/Maintenance	80,000	Based on Previous Years (Maintenance)
Cleaning Contract	85,000	New AIM Contract - includes annual Kitchen deep clean
Cleaning Materials	6,000	Based on 16/17
Building Management System	2,750	As per maintenance quote
Water/Sewerage Charges	6,000	Based on 16/17
Gas	15,000	Based on 16/17
Electricity	90,000	Based on 16/17
Rates	60,000	Based on 16/17
	344,750	

Curriculum Budgets	160,000	Increase from 2016/17
Professional Services - Educational	40,000	Based on 16/17
Professional Services - Non Educational	40,000	Based on 16/17
Audit Costs	12,000	Based on 16/17
	92,000	
Catering Food/Drink	221,325	Based on 500 meals on 195 days at £2.27
Catering Maintenance & Repairs	8,000	JLA Contract
Catering Equipment	5,000	Breakages and increased pupil numbers
	234,325	

Examination Fees	65,000	Increase from 2016/17
IT Consumables - Educational	20,000	Based on 16/17
IT Equipment - Educational	20,000	Based on 16/17
IT Support Services	100,000	Quotes being obtained
IT Licensing	12,000	Based on 16/17
	152,000	
Central services Cost	155,000	3.5% of Income
Furniture/Equipment	100,000	Refresh and Repairs inc ICT

Stationery	50,000	Based on 16/17
Photocopying	30,000	Based on 16/17
Telephone Costs	10,000	Based on 16/17
Bank Charges	1,000	Based on 16/17
Trips Travel Costs	10,000	Based on 16/17 includes Minibus Costs
Spanish Year 9 Trip	23,000	Spanish Trip (PP)
Pupil Premium	152,000	Less TA's (£110k) and Spanish Trip (£23k)
Bursaries/Hardship	25,000	Based on 16/17
	301,000	
Expenditure	4,992,855	

Introduction

The purpose of this report is to provide information to the South Bank Engineering UTC Local Governing Body and allow them to ratify the proposed budget for the 2017/18 financial and academic year.

In addition to the 2017/18 proposed budget are forecasted budgets for the following four years.

The information within the report should give assurance of the UTC's financial position and help assist any strategic decision making over the period covered.

The Budget was set in collaboration with the Principal. Staffing levels which represent a majority of the expenditure have been set to meet curriculum and safeguarding needs.

Income	2017/18	2018/19	2019/20	2020/21	2021/22
GAG Income	1,459,003	1,941,883	2,665,279	3,422,024	4,345,508
Start Up Grants	182,500	92,000	-	-	-
Other Government Income	274,700	292,250	126,750	161,250	183,750
Other Income	44,130	58,007	79,265	101,176	128,853
Prospective Clawback	-	-	-	-	-
Capital Grant	-	-	-	-	-
Income Total	1,960,333	2,384,140	2,871,294	3,684,450	4,658,111
Expenditure	2017/18	2018/19	2019/20	2020/21	2020/21
Teaching Salaries	913,260	1,027,290	1,365,188	1,875,145	2,281,975
Other Salaries	446,666	542,818	553,826	590,115	909,720
Other Staff Costs	40,612	40,893	51,187	51,497	66,821
Building Maintenance & Occupancy Costs	137,151	181,754	207,000	264,970	292,773
Curriculum Budgets	40,000	52,406	71,658	91,979	117,647
Consultancy/Professional Services	37,000	25,250	35,513	35,788	36,078
Catering Costs	86,260	113,014	154,530	198,352	253,706
Exams	25,750	60,000	70,000	120,000	130,000
IT Costs	73,540	89,305	113,743	128,984	163,235
Central Services	57,453	71,186	93,285	119,771	152,093
Capital Costs	2,000	10,000	25,000	50,000	100,000
Other Costs	73,000	88,375	93,769	94,182	104,616
Expenditure Total	1,932,692	2,302,291	2,834,698	3,620,782	4,608,664
Surplus/(Deficit)	27,641	81,850	36,597	63,667	49,447
Surplus/Income	1.4%	3.4%	1.3%	1.7%	1.1%

Surplus

The overall budget shows a surplus of £27k which equates to 1.4% of the total income. Department for Education rules stated before 2012 that you were allowed to carry forward up to 12% without any clawback, the Academy Financial Handbook now states *'these limits have now been removed so that ATs can keep money aside for when it is needed most and build up reserves'*.

Income

The income is as per the statements from the Education Funding Agency (EFA) and has been checked and agreed.

The GAG pupil led income is £1.46m. This breaks down to £0.79m for Pre 16 students and £0.67m for Post 16 students.

In addition to this other income is derived from other sources such as Pupil Premium, Council Rates re-imburement Catering income and any self-generated income via lettings, sponsorship or the provision of services.

As the staffing capacity increases and the Academy develops history and data it may be possible to attract more self-generated income via sponsorship, trusts or grants. At present the Academy is heavily reliant on GAG income, 94% of all income is GAG related against a local secondary school average of 83%.

With pressure on school budgets it may be advantageous to explore ways to supplement the regular funding streams.

Staff Costs

Staff costs to total expenditure are budgeted to be 72%, against a local sponsored secondary academy average of 69%. This comparison can be misleading as UTC's may have smaller class sizes than average secondary schools therefore having a higher teacher/pupil ratio.

The staff costs include the following;

- All current staff with salary increases where applicable
- Newly appointed teaching staff starting in September
- Support staff roles currently being recruited (the top of each range advertised has been used)

There is a provision for supply staff to cover absences.

Facilities Costs

The average local sponsored secondary academy will spend 7.7% of its total expenditure on premises or occupancy costs, the UTC is forecast to spend 8.4%.

Included within the premises costs will be a number of fixed or non-pupil led costs such as rates, utilities and alarm systems servicing and maintenance, as the pupil numbers grow the income and expenditure will increase and the cost of these items as a percentage of the whole expenditure will decrease, in 2020/21 the forecast percentage is 7.7%.

Economies of Scale

The UTC is part of the South Bank Academies multi-academy trust and as the multi-academy trust grows and develops there will be opportunities to take advantage of its increased size by contracting services and supplies across the Trust rather than schools doing so individually.

The following services have been procured using this bargaining power creating savings for each school, the MAT currently consists of the UTC and the Academy of Engineering South Bank:

- Catering – A one-year contract has been agreed for both sites with JPL Catering. They have been the catering supplier for the UTC since inception and had a year left on their existing contract. They were the preferred choice of both Principals and the Chief Executive.

A tendering process will be put in place for a longer term contract starting in September 2018.

- Cleaning – The UTC required a cleaning service for their new building and the Academy were experiencing operational problems with their existing supplier. A tendering process took place and the contract was given to AIM Cleaning Services.
- Employment Law, Education Law, Payroll and Health and Safety Advice – All provided by Judicium Education.

Other costs

Other costs such as regular office supplies and photocopying have been based on historic costs and then extrapolated by their leading factor such as student or staffing numbers.

Ratios

						Sponsored Secondary Average
Ratios						
Surplus to GAG	1.7%	4.0%	1.4%	1.9%	1.1%	Between 0% - 5%
Staff Costs to Total Expenditure	72%	70%	70%	70%	71%	69%
Occupancy Costs to GAG (Inc. Start Up Grants)	8.4%	8.9%	7.8%	7.7%	7.1%	7.7%
GAG Income as % of Total Income	94%	94%	93%	93%	93%	83%
No of Students	187	245	335	430	550	
Teaching Staff FTE	16.60	19.60	21.90	30.40	39.00	
All Staff FTE	30.20	37.60	39.90	51.40	68.50	
Teaching Staff %	55%	52%	55%	59%	57%	52%

Some of the ratios and percentages have already been stated within the report but it is interesting to benchmark UTC's budget and forecast against the Local Secondary Average which has been collected via the DfE benchmarking data. This will show any strange discrepancies and also allow some contextual analysis on the figures.

Surplus to GAG – All years are within the average. Whilst it is good practice to carry forward reserves it should be remembered the revenue income received should be spent on the current cohort and not stockpiled.

Occupancy Costs – At present our students numbers are below the fully occupied level. This will mean that a larger than normal proportion of the costs over the first few years have gone towards the maintenance of the site, these costs will be items such as utility bills and statutory maintenance of equipment are fixed costs and cannot be avoided. As shown the percentage against income decreases from 8.4% to 7.1% over the five years.

As the academy building is newer than most other schools the utility and occupancy costs may be lower as a percentage of total expenditure when full.

Pupil Numbers

The budget is based on the following 2017/18 pupil numbers, these numbers were submitted to the DfE and approved for funding;

	Pupil Nos.
Pre 16	86
Post 16	101
Total	187

At present the pupil numbers look achievable and may exceed the submitted number. In September if the pupil numbers are more than is submitted/funded then the UTC will need to request additional funding from the DfE.

There are still marketing opportunities to increase the Pre 16 cohort at the UTC as this is a difficult year group to attract as it is not a natural entry level. Post 16 admissions for the UTC are higher than expected.

Forecast 2018/19 to 2021/22

All future years show a surplus and are based on current funding. If a new funding formula is introduced by the government then this will need to be reviewed.

It is important to remember that future year's forecasts are indicative and can alter as they are affected by student numbers and emergent strategies. They do however show that the Academy is planning well for the future, is financially secure and able to anticipate and solve any future problems.

Below is shown the detail for the budget at the UTC

	2017/18	
Pre-16 School Budget Share	785,373	As per Income Statement
16-19 School Budget Share	673,630	As per Income Statement
Pupil Premium	38,700	Based on 50% of KS4
Start Up Grant Part A	182,500	As per Income Statement
Sponsorship: Not for Capital Purposes	200,000	Transitional Funding
SEN Funding	36,000	Assuming 3 students
Catering Income	43,130	Based on 50% of Expenditure
Bank Interest	1,000	Historical Data Used
Income	1,960,333	
Teachers - Salaries/Allowances	888,260	As per Salary Analysis
Teachers - Bonuses	10,000	Bonuses
Agency Supply Cover - Teaching	15,000	As agreed with Principal
	913,260	

Teaching Assistants - Salaries	224,964	As per Salary Analysis
Premises Staff - Salaries	29,153	As per Salary Analysis
Increases 1%	13,267	1% Increases
Increases PM	20,000	10 Increases
Finance & Admin - Salaries	159,283	As per Salary Analysis
	446,666	

Course Fees	15,000	Staff Training
Recruitment Fees	20,000	TES plus Agency fees
Staff Benefits	5,612	Staff Travel, Health Scheme, Perkbox
	40,612	

Building Projects/Maintenance	30,000	Detail needed on equipment servicing
Grounds Maintenance	750	Small Grounds but fountain
Cleaning Contract	35,000	As per quote
Cleaning Materials	5,000	As per quote
Water/Sewerage Charges	2,060	Estimated on experience
Utilities	50,000	Estimated on experience
Rates	9,666	Estimated on experience
Insurance	4,675	Based on Pupil Numbers
	137,151	

Curriculum Budgets	40,000	As agreed with Principal
Professional Services - Non Educational	12,000	Legal, H&S, Payroll
Professional Services - Educational	20,000	SEN, Additional Learning
Audit Costs	5,000	Based on Last Year
	37,000	
Catering Food/Drink	86,260	Based on 200 meals on 190 days at £2.27
Examination Fees	25,750	As agreed with Principal
IT Consumables - Educational	30,000	As agreed with Principal
IT Support Services	43,540	Waiting on Quotes
	73,540	

Central services Cost	57,453	3.5% of Income
Furniture/Equipment	2,000	Repairs contingency
Stationery	10,000	As agreed with Principal
Advertising/Marketing	40,000	As agreed with Principal
Bank Charges	500	Historical Data Used
Trips Travel Costs	7,500	As agreed with Principal
Bursaries	15,000	As agreed with Principal
	73,000	
Expenditure	1,932,692	

South Bank Academies (Central Services)

Introduction

Each school pays 3.5% of its GAG income to the Trust. The Trust at present consists of a CEO whose salary is subsidised in whole by the Sponsor, a Trust Business manager and an Executive Administration Assistant.

The Trust provides the following to the schools:

- Financial management
- Clerking and Compliance management
- Procurement expertise
- Additional marketing opportunities

The table below shows the budget for 2017/18 and a forecast for the following four years. Central Service income from the schools is shown as negative expenditure. As the Trust grows there may be the need to employ additional staff from 2018/19 onwards.

Income	2017/18	2018/19	2019/20	2020/21	2021/22
GAG Income	-	-	-	-	-
Start Up Grants	-	-	-	-	-
Other Government Income	-	-	-	-	-
Other Income	-	-	-	-	-
Prospective Clawback	-	-	-	-	-
Capital Grant	-	-	-	-	-
Income Total	-	-	-	-	-
Expenditure	2017/18	2018/19	2019/20	2020/21	2021/22
Teaching Salaries	-	58,030	-	-	-
Other Salaries	158,690	158,690	261,954	294,280	300,790
Other Staff Costs	-	-	-	-	-
Building Maintenance & Occupancy Costs	-	-	-	-	-
Curriculum Budgets	-	-	-	-	-
Consultancy/Professional Services	20,000	20,000	20,000	20,000	20,000
Catering Costs	3,000	3,000	3,000	3,000	3,000
Exams	-	-	-	-	-
IT Costs	-	-	-	-	-
Central Services	(212,453)	(268,554)	(315,143)	(350,442)	(386,937)
Capital Costs	-	-	-	-	-
Other Costs	25,000	25,000	25,000	25,000	25,000
Expenditure Total	(5,763)	(3,834)	(5,188)	(8,162)	(38,147)
Surplus/(Deficit)	5,763	3,834	5,188	8,162	38,147
Surplus/Central Services	2.7%	1.4%	1.6%	2.3%	9.9%

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Paper title:	MAT Risk Register
Board/Committee:	South Bank Academies Board Meeting
Date of meeting:	11 July 2017
Author:	Jamie Waller, Projects Administrator
Sponsor:	CEO
Purpose:	To Review
Recommendation:	The Board are asked to note the presented MAT Risk Register, which has been reviewed by the Audit Committee.

Executive Summary

The Risk Register 2016-17 highlights the key risks for South Bank Academies under six key categories;

- Compliance
- Finance
- Staffing
- Pupil Levels
- Infrastructure
- Reputation

The register calculates the risk level associated to each risk by combining the probability of the risk and the impact of the risk. Also listed are the actions that have been taken to mitigate each risk. Each risk will have an 'Owner' to take responsibility for the risk and ensure the mitigating actions are undertaken and deployed. The Register is an ongoing document and will be reviewed each year: all current risks will be re-assessed and emergent risks will be added. Each school within the Trust will have its own Risk Register that is aligned to the schools' operations.

Significant change from the last review:

- Staffing – Academy recruitment of permanent principal complete and recruitment targets met for 2017/18 has reduced the risk level from high to low.

High Risk areas currently are:

- Safeguarding as above.
- Compliance – Health and Safety due to temporary accommodation at the UTC.
- Finance – The new Fair Funding formula will mean changes to school funding. The full impact will not be known until we receive our 2017/18 funding statements.
- Pupils – Current application numbers for Post 16 places at both schools and Year 10 students at the UTC are unknown.

Area	Risk	Impact description	Probability assessment	Impact assessment	Combined risk level	Mitigating actions	Owner	Last review	Date for next	Status	Change
Compliance	Inappropriate Governance structure and organisation	Failure to achieve mission and objectives of the Trust. Poor decision making and information flow.	1	3	3	Department for Education oversight and approval. Periodic Ofsted inspection. Qualified and experienced Governance support.	Chair	Feb-17	May-17	Open	→
Compliance	Inadequate level of challenge and ineffective local governance affects Trust overall	Failure to achieve mission and objectives of the Trust. Poor decision making and information flow. Risk of one establishment not following Trust procedures.	1	3	3	Representation of the Trust on local governing bodies. Annual review of local governing bodies including external audit.	Chair	Feb-17	May-17	Open	→
Compliance	Serious breach of health & safety regulation or disability legislation occurs	Risk of litigation and Reputational risk.	2	3	6	Policies and procedures consistent with relevant legislation. Independent audit on Health and Safety and Policies. Regular reports to the board. Adequate insurance cover. Probability rating currently higher than normal due to temporary building used by UTC.	CEO	Feb-17	May-17	Open	→
Safeguarding	Safeguarding incident at one of the schools.	Risk to reputation nationally and locally, DfE and HSE intervention depending on scale of the event.	2	3	6	All schools employ the services of experienced staff with appropriate safeguarding qualifications. All staff and governors are given safeguarding and prevent training on induction. All students and staff complete e-safety training and firewalls are in place to secure all ICT networks.	CEO	Feb-17	May-17	Open	→
Finance	Changes to Funding via Government policy	Any changes could cause a loss in income.	2	3	6	Monitoring of Government policy. Long term forecasts, Financial expertise at Operational and Trustee level	Trust Business Manager/CEO	Feb-17	May-17	Open	→
Finance	Poor financial performance by one or more school	A deficit or liabilities in one or more schools will affect the Trust financial viability and could have significant risk for finance and cash flow and action by DfE	1	3	3	Trust financial controls and procedures will be set and communicated to all staff. Monthly Management accounts, Schedule of delegation, Budget monitoring by LGB and the Trust, Internal and External Audit. Regular reports to Trust members. Financial expertise at Operational and Trustee level	Trust Business Manager/CEO	Feb-17	May-17	Open	→
Finance	Financial controls and systems are not adequate or maintained	Risk that policies and procedures are not followed and that value for money is not considered in procurement and staff costs.	2	2	4	Trust financial controls and procedures will be set and communicated to all staff. Monthly Management accounts, Schedule of delegation, Budget monitoring by LGB and the Trust, Internal and External Audit. Regular reports to Trust members. Financial expertise at Operational and Trustee level	Trust Business Manager/CEO	Feb-17	May-17	Open	→

Staffing	Failure to recruit key management posts and inadequate competency of staff within the Trust or the Schools	Staff not able to carry out their duties, poor management and decision making, poor quality of teaching and learning leading to poor student outcomes. Unsatisfactory Ofsted grading leading to reputational risk.	1	3	3	Thorough recruitment programme, comprehensive professional development, Strong Appraisal system. Recruitment of specialist staff for key positions.	CEO/Principals	Feb-17	May-17	Open	↓
Staffing	Inadequate number of staff within the Trust or the Schools	Inadequate teaching and learning and student support.	1	3	3	Monthly monitoring of staffing levels from all schools, independent exit interviews for all staff, comprehensive recruitment processes.	CEO/Principals	Feb-17	May-17	Open	→
Pupils	Failure to recruit sufficient number of pupils in Trust schools	Reduction in pupil led income which could lead to cash flow or long term financial problems.	2	3	6	Trust and school marketing capacity and effective admissions processes. Monthly reports on pupil numbers for monitoring. Benchmarking against local rival schools.	CEO/Principals	Feb-17	May-17	Open	→
Pupils	Poor students outcomes in Trust schools	Poor examination results could cause a reputational and financial risk. Detrimental to student futures/careers.	2	2	4	Teaching and Learning constantly monitored and reported. Termly attainment reporting sent to management and pupils. Principal reports to local governing body.	CEO/Principals	Feb-17	May-17	Open	→
Infrastructure	Land and Buildings are fit for purpose.	Damage to property due to poor maintenance could cause disruption to business continuity and cause damage to pupils learning and Trust reputation	1	3	3	Each school will have a maintenance programme and this will be assessed and monitored by a Trust staff member. Adequate budgets for building maintenance are provided. Regular site checks by facilities team and external audits.	Trust Business Manager/CEO	Feb-17	May-17	Open	→
Infrastructure	New School Projects embarked on without appropriate design and construction. Insufficient due diligence undertaken for going concerns.	Existing school could transfer reputational or financial risks and new schools need an appropriate learning environment.	2	2	4	Professional and independent advice sought before any project undertaken.	Trust Business Manager/CEO	Feb-17	May-17	Open	→
Infrastructure	Failure to safeguard school or academy assets to theft or damage by third party	No provision for security or prevention systems or inadequate insurance causing financial risk or risk to student safety	2	2	4	All schools will have adequate security systems and budgetary allowance for upkeep and maintenance. Asset registers at each establishment are monitored and audited regularly. Adequate insurance is provided.	Trust Business Manager/CEO	Feb-17	May-17	Open	→

Reputation	High profile event in one school affects Trust overall	Risk to reputation nationally and locally depending on scale of the event.	1	3	3	Critical Incident plan for each school will list what should happen and delegation of duties in the event of an emergency situation.	CEO	Feb-17	May-17	Open	→
Risk Calculation	Probability										
Impact	1 low	2 medium	3 high								
1 low	1	2	3								
2 medium	2	4	6								
3 high	3	6	9								
Key - Areas											
Compliance											
Safeguarding											
Finance											
Staffing											
Pupil Levels											
Infrastructure											
Reputation											

	CONFIDENTIAL
Paper title:	Assurance visits report
Board/Committee:	South Bank Academies Board Meeting
Date of meeting:	11 June 2017
Author:	D Phoenix, Chair
Purpose:	To note
Recommendation:	The Board to note the assurance visit by the Chair, CEO and one Independent Director, to South Bank Engineering UTC.

Board visit to Academy: 6th June 2017

Present: **Prof. D Phoenix (Chair)**
 Mr. Tony Giddings (Independent Board member)

The panel received the school self-assessment form and three year strategy before the visit. The visit involved a class observation and a tour. A meeting with student representatives, the Principal, and members of staff were also held. It was noted that the self-evaluation format used was different to that of the Academy and could benefit from the approach to RAG rating used at its sister institution hence the CEO may wish to look at sharing good practice.

Class observation (English) - mixed ability class, showed very good engagement across all abilities and the teacher was actively using questions to ensure understanding and reference to previous work. The session was utilising an applied focus interpreting Shakespeare in the modern day and students showed good linkage to wider concepts. Behavior was good.

Class observation (Maths) – mixed ability class looking at vectors. Topic was complex and whilst there was good evidence of the teacher recapping key points there was little evidence of triangulation in terms of group understanding. Whilst the examples used were applied greater use of group work and peer-to peer learning could have been used to reinforce learning – the Principal indicated this was a revision session but it could have lended itself well to more interactive learning approaches. Behavior was good.

The students from year 10 and 12 were good school ambassadors and positive about the level of support given. Year 12 felt they would benefit from more advice on future careers and university. Some year 12 students were concerned about the length of the school day as they felt it left insufficient time for independent study. It was noted university Ambassadors would be arranged to visit. Students were aware of their target grades and received feedback on progress. Year 10 noted they would like greater feedback and felt they would like more access to work based experience if possible. Students were positive about the community feel of the School and looking forward to the new building which they hoped would give more exposure to practical work.

The staff team were positive about the school and the pupils and felt good progress was being made. There was good access they felt to student data that enabled active monitoring of student progress. Staff highlighted the way in which they had come together as a team to help overcome challenges of start-up and they felt this led to a good community feel

The Principal was pleased with progress and was clearly having an impact. There was significant positivity about recruitment but whilst challenges around recruitment were noted the level of confidence may be overly optimistic given outcomes at other UTCs. The Principal emphasised some of the challenges caused by the temporary accommodation and indicated contingency were in place for sept start depending on handover of new build. Good progress was noted with respect to recruitment of staff. We noted that there remained some variability in teaching delivery and a need to maintain a focus on this – especially as staff numbers increased – to ensure consistent quality.

Overall good progress seems to be made and the staff and students are dealing well with the limitations caused by the accommodation. There is potential to take a more structured and risk based analysis of progress in terms of self-evaluation materials but the areas identified as priorities for development seemed appropriate. There does need to be a continued focus on recruitment of both staff and students as well as consistency of teaching. The structure of the school day to help develop independent study – especially for year 12 is worth review.

	CONFIDENTIAL
Paper title:	Board Committees and LGBs report of decisions
Board/Committee	South Bank Academies Board Meeting
Date of meeting:	11 July 2017
Author:	Pervena Singh, Clerk to South Bank Academies
Purpose:	To update the South Bank Academies Board of Directors on the schools local governing body discussions.
Recommendation:	To note

Executive Summary

A summary of the discussions at each local governing body is provided for information. Papers for these meetings were circulated to directors. Minutes will be circulated to directors when available. The South Bank Academies Board of Directors is requested to note the reports.

Summary of Board Committee discussions

Remuneration Committee – 11 July 2017

The Committee will be discussing;

- The terms of reference, and will propose recommendations to the Board to approve changes to the terms of reference.
- Remuneration packages and objectives of key management personnel.

The Committee will be asked to approve;

- The Company pay policy

Audit Committee – 6 July 2017

The Committee will be discussing;

- Internal audit function
- MAT risk register
- School’s risk register
- MAT assurance report

The Committee will be asked to approve;

- External audit plan for the 2017/2018
- Anti-fraud policy
- Speak up policy

Summary of Local Governing Committee discussions

University Academy of Engineering Local Governing Body – 21 June 2017

Ahead of the LGB meeting the governors and head of departments had an informal meeting without the Principal present. The meeting allowed for governors to understand the developments in each department area, the challenges they face and the student progression and achievements.

The LGB discussed

Principal's Report

- The Principal provided an update on safeguarding, behaviour and attendance, progress data and performance summary, staffing, and building updates and operational review.

OfSTED Feedback

- The LGB discussed in length the draft Ofsted report which was still being finalised. The LGB noted the key findings and areas that require further development.

Student Recruitment for September 2017

- The LGB discussed the number of applications received at the Academy.

Pupil Premium

- The LGB discussed the pupil premium report and requested greater disclosure of the impact of premium expenditure.

The LGB noted the following items

- Report on discussions at the Learning and Teaching Committee and the Finance and General Purposes committee meetings.
- Internet safety item which confirmed that no breached of internet safety procedures had occurred since the previous meeting.
- Academy's risk register
- May 2017 Financial Management Report - the LGB noted the management report, following recommendation from the Finance and General Purposes committee review.
- The governors' visit forms.

This being the last meeting of the interim Principal, the governors thanked him for his contribution to the school and the successful Ofsted inspection.

South Bank Engineering UTC Local Governing Body – 16 May 2017

Ahead of the LGB meeting the governors and head of departments had an informal meeting without the Principal present. The meeting allowed for governors to understand the developments in each department area, the challenges they face and the student progression and achievements.

The LGB discussed:

South Bank Academies Update Report

- The CEO provided a verbal update from the MAT, which included discussion on school policies, pay scales and procedures.

Principal's Report

- The Principal provided a report covering the quality of teaching, learning and assessment, personal development, behaviour and welfare, outcomes for children and learners, effectiveness of leadership and management and marketing and recruitment.

DfE Visit Feedback

- The Principal provided an overview following the feedback from the DfE's visit which took place on 8th March 2017. The report covered strategic planning, governance and leadership, curriculum, teaching and learning, student care, support and safeguarding, education planning standards, and progress tracking.

Self-evaluation form & development plan

- The LGB discussed the Self-evaluation form & development plan, which needed to be more closely aligned with South Bank Academies MAT strategic plan.

The LGB noted the following items

- Report on discussions at the Learning and Teaching Committee and the Finance and General Purposes committee meetings
- March 2017 Financial Management Report – the LGB noted the management report, following recommendation from the Finance and General Purposes committee review.
- The governors' visit forms

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	CONFIDENTIAL
Paper title:	South Bank Academies effectiveness review
Board/Committee	South Bank Academies Board
Date of meeting:	11 July 2017
Author:	Pervena Singh, Governance Assistant
Executive/Operations sponsor:	Michael Broadway, Company Secretary
Purpose:	Discussion
Recommendation:	The meeting is requested to note the findings of the governance effectiveness review.

Introduction

A South Bank Academies light-touch self-effectiveness review of the Board and Local Governing Bodies was undertaken in June 2017.

In addition, members of the Board and Local Governing Bodies were each asked to complete an individual skills matrix as a way of identifying any skills gaps.

The survey and skill audit was based on questions from both the National Governing Association and the Key for school governors.

Findings

South Bank Academies Board - Response rate: 10 responses out of 11

Whilst there were positive responses to the majority of questions within the survey, there were some areas for improvement, as follows:

Question 2: The Trust Board has a clear vision and strategy – 60% undecided or disagreed

Question 4: The structure of the Trust from its members to school level governance delivers good two-way communications – 90% undecided or disagreed.

Question 10: Trustee performance: The Chair carries out an annual review of each trustee's contribution to the Board's performance and ensures that each trustee is investing in his/her own development – 60% undecided or disagreed.

Question 17: The Trustee Board understand its schools' performance data – 60% undecided or disagreed.

Local Governing Bodies - Response rate: 12 responses out of 16

The responses to the majority of questions within the survey were positive. A few have been highlighted below;

Question 3: The local governing body has the right skills to be effective. 81% strongly agreed or somewhat agreed.

Question 7: I am supported to attend training and development session to carry out my role effectively. 81% strongly agreed or somewhat agreed.

Question 11: The governing body effectively challenges the performance of the Principal. 72.8% strongly agreed or somewhat agreed.

Question 13: The Chairs of the governing body subcommittees show strong and effective leadership. 82% strongly agreed or somewhat agreed.

Question 5: Every governor makes regular contribution to the performance of the governing body. 83% strongly agreed or somewhat agreed.

Individual Skills Assessment

South Bank Academies Board - Response rate: 8 responses out of 9

Local Governing Bodies - Response rate: 8 responses out of 13

All skills areas are adequately represented on the Board and LGB each has at least one director/ governor who agreed or strongly agree that they possess the skills, except, *Question 11: I have experience of curriculum development, school assessment and progress/attainment.* However, the newly appointed director will bring this skill to the Board.

Next steps

For information, the LSBU Board of Governors is establishing a working group to look at the group governance structure. The results of this effectiveness review of South Bank Academies will feed into the work of the working group.

In due course, the working group will make recommendations to the LSBU Board of Governors on any changes to the governance structure of group subsidiary companies, including South Bank Academies. Any proposed changes for South Bank Academies will then be brought to the South Bank Academies Board for approval.

To improve relationships between the Board and the LGBs it is recommended that a joint event is held with directors and governors after the September 2017 board meeting. The board is requested to note the outcomes of the effectiveness review and the next steps.