

Meeting of the South Bank Academies Board

*4.00 - 6.00 pm on Thursday, 30 March 2017
in University Academy of Engineering - Trafalgar Street, London SE17 2TP

3.00 - 4.00 pm *The Role of a Multi Academy Trust: Training provided by Southwark Council*

Agenda

<i>No.</i>	<i>Item</i>	<i>Pages</i>	<i>Presenter</i>
1.	Welcome and apologies		DDSP
2.	Declarations of interest		DDSP
3.	Minutes of previous meeting	3 - 8	DDSP
4.	Matters arising	9 - 10	DDSP
<i>Items to discuss</i>			
5.	CEO's report	11 - 14	RB
6.	February 2017 financial management report	15 - 20	DS
7.	MAT risk register	21 - 26	DS
8.	School assurance visits	27 - 28	DDSP
<i>Items to note</i>			
9.	Governance effectiveness self-assessment	29 - 30	MB
10.	Appointment process for directors and local governors	31 - 32	MB
11.	Local governing bodies report on decisions	33 - 34	MB
12.	Any other business		DDSP

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

Members: Douglas Denham St Pinnock (Chair for the meeting), Adam Crossley, James Stevenson, Rao Bhamidimarri, Richard Flatman and Richard Parrish

Apologies: David Phoenix, Steve McGuire and Tony Giddings

In attendance: Dan Smith, Michael Broadway and Pervena Singh

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**Minutes of the meeting of the South Bank Academies Board
held at 11.00 am on Friday, 16 December 2016
South Bank Engineering UTC, 56 Brixton Hill SW2 1QS**

Present

David Phoenix (Chair)
Douglas Denham St Pinnock
James Stevenson
Rao Bhamidimarri
Richard Flatman
Tony Giddings

Apologies

Adam Crossley
Steve McGuire
Richard Parrish

In attendance

Dan Smith
Michael Broadway
Pervena Singh (Clerk)
Simon Cunningham (External Auditor)

1. Welcome and apologies

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

The chair extended his apologies to the members for the short notice rescheduling of the Board meeting, which was originally scheduled to be held on Thursday, 8 December. The Board noted the postponement was due to the uncertainty on the requirements of filing the combined company accounts, which has since been clarified.

The Board noted that as the company is still new, some operational matters have been included within the Board pack to provide an overview of progress.

In due course, the Board pack would become less operational. The business plan for the Board was being developed.

2. Declarations of interest

No member of the meeting declared an interest in any item on the agenda.

3. Minutes of previous meeting

The Board approved the minutes of the meeting of 14 September 2016.

4. **Matters arising**

The Board noted the matters arising from the previous meeting.

The Board requested a training session ahead of the next Board meeting to focus on the duties of multi academy trust directors.

5. **Chief Executive's Report**

The Board discussed in detail the Chief Executive's report, which provided an overview of South Bank Academies, the University Academy of Engineering (the Academy) and South Bank Engineering UTC (UTC) and the collaboration activities between LSBU and the Academy and UTC.

The Board noted the appointment of an interim Principal to the Academy, and discussed the process of recruiting a permanent Principal. It was noted that the Chair of the Local Governing Body had developed a job description with support from the Recruitment Consultancy firm, Pentir. An advert would be released in January 2017 and directors and governors would sit on the interview panel along with others with relevant expertise as required. It was expected that the permanent Principal would start in September 2017.

The Board noted that the current South Bank Academies' CEO has been seconded to the position, and recruitment for a permanent replacement will begin in the New Year 2017. The Board requested that the directors would be given the opportunity to review the job description. Recruitment consultants would be used to fill the post.

The Board discussed staff development in the schools. Links would be established with LSBU's Department of Education and LSBU's Organisational Development team.

6. **Draft Strategic Plan**

The Board discussed the Draft Strategic Plan and associated Key Performance Indicators (KPIs), and updated KPIs tabled at the meeting.

The Board requested that the KPIs link to the strategy outcomes and provide a high level assessment of how the Company is performing. A further version of the strategy and the KPIs would be provided at the next meeting.

7. **UTC & the Academy Development Plan**

The Board discussed the two schools' development plans, and noted that the Department for Education requirement to have a full plan for each school on priorities for improvements, which would be aligned to the Company's strategy.

The main challenge in the Academy was inconsistency of learning and teaching, an action plan had been developed to address this.

The main challenge for the UTC was student recruitment. It was agreed that a target of 220 applications should be set to achieve 150 pupils intake.

The Board requested a marketing strategy for each school for the next Board meeting.

8. Group Risk Register

The Board discussed the MAT risk register which had been reviewed by the Audit Committee.

The Board noted that the two main risks, student recruitment and consistency of teaching. The student recruitment risk would accordingly be increased. The Board noted that the high risk rating for health and safety was due to the temporary accommodation of the UTC.

The Board noted that leadership and development should be reflected on the risk register linking with the schools development plans. As well as greater focus on safeguarding, data protection and IT structures.

It was noted that the risk register would be aligned to the MAT and school strategy when approved.

9. Quality Review

The Board approved the proposal for quality/ assurance reviews. Each school would be visited twice a year by the Chair, CEO and an Independent Director, to seek assurance that operations and practices are in line with expectations. Post visit reports would be sent to the Board.

10. Financial Management Report

The Board discussed the October 2016 financial management report, with both schools forecasting a surplus of £30k. The Board noted the variance on central services cost which was due to uncertainty when budgeting. It was noted that the schools will face funding reductions under the proposed Fair Funding Formula.

11. Audit Findings

The Board noted Kingston Smith's audit findings report for both South Bank Academies and South Bank Engineering UTC Trust, which had been discussed in detail by the Audit Committee.

There were no high risk control findings. The Board noted that minor updates to the report were required. The final version of the audit findings report would be circulated to directors and submitted to the Education Funding Agency.

Tony Giddings left the meeting.

12. **Letter of Representation**

The Board noted the letter of representation to the external auditors. It was noted that there were no representations specific to South Bank Academies or as a result of any matters arising during the course of the audit.

The CEO confirmed that all material matters had been disclosed to the auditors and that the representations were accurate and reasonable.

The Board approved the letter and authorised any director to sign the letter on behalf of the Board.

13. **South Bank Academies' Annual Report & Accounts**

The Board discussed the annual report and financial statements for year ended 31 August 2016, which had been reviewed by the Audit Committee.

The Board noted that the Audit Committee had received assurance on the internal control, going concern and value for money.

The Board noted assurances from the CEO and Business Manager that the form and content of the financial statement and annual report were accurate and could be approved by the Board.

The Board noted that minor typographical and formatting amendments had been made to the accounts.

After careful consideration, the Board approved the final version of the annual report and financial statements for the year ended 31 August 2016 and authorised the Chair and CEO to sign on behalf of the Board.

The Business Manager confirmed the signed account to be filed with the Education Funding Agency before the New Year, as required.

The Board agreed the resolution in the accounts to re-appoint Kingston Smith as external auditor until 31 July 2017.

The Board noted the in-year transfer of undertaking for South Bank Engineering UTC Trust. A Board meeting for South Bank Engineering UTC Trust would follow the South Bank Academies Board meeting to approve its company accounts.

The Board noted the intention for the UTC Company to be wound up in the New Year.

14. **Local Governing Body Update**

The Board noted a report on decisions at each of the local governing body committees.

15. Board and Local Governing Body Membership

The Board discussed the Board and Local Governing Body membership, and noted the vacancies for local governors at both schools.

The Board discussed the proposal of appointing Lesley Morrison, former Head teacher of St Martin-in-the-field High School, as an independent director on the Board. Ms Morrison would be invited to meet the Chair and other directors.

The Board approved the appointment of Ms Morrison at the Academy, as local governor with immediate effect for a term of three years and the change of appointment of Farah Nur from parent governor to local governor at the Academy with immediate effect for a term of three years.

16. Policies

The Board discussed the financial control and reserves and investment policies.

The Board approved both policies, subject to wording within the financial control policy to be clear on authorisation signature categories. The final version of the financial control policy will be circulated to directors by email.

17. Directors' Declarations of Interest

Under section 175 of the Companies Act, the Board authorised the declared interest of Richard Parrish.

The Board noted directors' declarations of interest will be reviewed annually.

**Date of next meeting
16.00, on Thursday, 30 March 2017**

Confirmed as a true record

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**SOUTH BANK ACADEMIES BOARD - 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	In progress – Governance department undergoing a governance effectiveness self-assessment, annual business plan to be incorporated within assessment.
4.	Matters arising	A tailored MAT training session for directors to be arranged ahead of the next Board meeting.	Pervena Singh	Completed – ‘The role and responsibilities of a MAT director and role within an OfSTED inspection’ training session by Southwark Council arranged for 30.03.2017.
5.	Chief Executive's Report	Directors to be invited to sit on the interview panel for the recruitment of the permanent Principal at the Academy. Directors to have opportunity to review CEO job description. Links to be developed between schools and LSBU's Department of Education and Organisational Development for school's staff development programs.	Rao Bhamidimarri David Phoenix Rao Bhamidimarri	Chair, CEO, two local governors and a HR representative were invited to sit on the interview panel. In progress In progress, training sessions have been arranged with the UAE staff. Rao to give verbal update.
6.	Draft Strategic Plan	A revised version of the MAT strategic plan incorporating KPIs to be provided to the Board.	Rao Bhamidimarri	In progress – to be presented at the July Board meeting.
7.	UTC & the Academy Development Plan	Marketing strategy for each school.	Rao Bhamidimarri	In progress – to be presented at the July Board meeting.

Agenda No	Agenda/Decision Item	Action	Officer	Action Status
8.	Group Risk Register	Student recruitment risk to be increased within the register. A note explaining the high risk against Health & Safety is due to the temporary accommodation of the UTC school.	Dan Smith Dan Smith	Completed Completed
9.	Assurance Review	Assurance visits to be arranged at each school twice a year.	Rao Bhamidimarri	The first assurance visit to UAE took place on 14.3.17. In accordance to minute 9, of the previous minutes a post visit report will follow.
10.	Financial Management Accounts	The final version of the audit findings report to be circulated to directors and submitted to the Education Funding Agency.	Dan Smith	Completed
15.	Board and Local Governing Body Membership	Lesley Morrison to be invited to an informal meeting with the Chair of the Board and one director, before her appointment as an independent director.	Pervena Singh	In progress
16.	Policies	Amended version of the financial control policy to be circulated to directors by email.	Dan Smith	In progress, to be circulated shortly

	CONFIDENTIAL
Paper title:	Chief Executive's Report
Board/Committee:	South Bank Academies Board Meeting
Date of meeting:	30 th March 2017
Author:	Rao Bhamidimarri
Purpose:	To note
Recommendation:	The meeting is requested to note the CEO's Report.

Chief Executive's Report to the Trust Board

Summary

The Trust continued to put in place the policies and compliance procedures, consistent with the Companies House and DfE requirements. The processes and procedures across the schools including the staffing structures and pay scales are being harmonised.

The Trust is continuing to provide marketing support to the schools with promotions in the shopping malls in the five adjoining boroughs, advertisements on buses, movie theatres during term breaks, newspaper advertisements. We have also launched the Trust Newsletter for both internal and external stakeholders. The Trust website is also designed to support marketing of the schools.

The UTC permanent building construction is on schedule for hand over on 18th September, barring any disruptions due to extreme weather conditions or accidents. This still provides us with a challenge of accommodation for the first two weeks of the new school term. We are planning for off-site programme for senior students while the existing temporary accommodation being used for the new entrants. We have now developed the specialist equipment schedules and have applied for the funding approval letter from the EFA. The procurement will begin as soon as we have the letter from the EFA to ensure that the equipment will arrive in time for the new school year in September.

The Trust is in the process of appointing the permanent Principal at the Academy. The final interviews are on 22nd and 23rd March 2017. We attracted a good quality field and we are confident of making an appointment. In the meantime, we have undertaken a detailed review of the Academy in the context of Ofsted inspection and updated the compliance documentation. Extensive staff development was

undertaken to achieve consistency in learning and teaching. We also focused on behaviour for learning and achieved a significant improvement. We believe that the Academy is close to achieving an Ofsted rating of “Good” in most areas of inspection.

The Trust schools face significant financial challenges into the future as they face potentially significant funding cuts when the National Fair Funding Formula is implemented. UTC in particular is exposed to potentially severe financial challenges as the recruitment of better funded Year 10 students remains difficult.

The Trust

The policies and procedures are now in place including monitoring of school performance in areas that relate to Trust’s key risks (student recruitment trackers, school finances, staff recruitment and compliance). The monitoring is conducted by CEO, the CFO and the School Improvement Adviser. The Trust also initiated Quality Assurance visits by Trustees. In addition, the Trust also engages external former head teachers, who are experienced Ofsted Inspectors, to conduct reviews of the schools to identify good practice and to make recommendations where improvements are needed. The Trust invested funds to procure an advanced humanoid robot for students to learn programming. The robot is also used at marketing and promotional events.

The Academy

The Academy has made good progress in a range of areas over the last three months. The learning and teaching is more consistent and all the compliance documentation is up to date. The student behaviour improved substantially to a point where it is considered at least “Good”. Attendance continues to be above national average and over 80% of students are making expected progress or better. Partnerships with other schools are being developed as encouraged by DfE. Teaching Effectiveness Enhancement Programme (TEEP) has been implemented and IRIS, video based lesson observation and teacher reflection software is being used to enhance teaching practice. We have not yet been notified of the Ofsted Inspection visit.

The Learning Resource Centre has been redesigned to transform the traditional library into a collaborative learning space.

The current student numbers are:

Year 7 - 138

Year 8 - 133

Year 9 - 94

Year 12 – 24

The Academy is expected to receive the full capacity of 150 students into Year 7 in September.

The interviews for the permanent Principal appointment are on 22nd and 23rd March 2017. We expect to be able to make an appointment as we received a strong field of applicants.

Post 16 students have been provided the work experience opportunities by a range of companies.

The Academy's students continue to excel in extra-curricular activities. Some of the achievements include, the design prize (the fastest car) in the F1 in Schools Regional Finals, Year 8 students winning the London-wide BMX competition at the Olympic Park, Year 9 team in London Cup semi-finals and Year 8 girls team runners up in London-wide girls tournament hosted by West Ham Foot-ball Club.

The Academy developed a range of community links such as over 50s fitness club, which uses the Academy's Assembly Hall. The Academy established a partnership with Green House Sports Club, which uses the Academy's Sports Hall twice a week and provides sports coaches to the Academy in return.

The University Technical College (UTC)

The UTC continues to develop despite the challenges of operating in temporary accommodation. The employer sponsors have been extremely supportive with the projects, which are key components of the UTC curriculum. Skanska, Guy's & St Thomas' and King's College have been contributing extensively to the student projects including sharing soft-ware and providing on-site training to students.

The DfE allocated additional funding of £200,000 per year for three years to the UTC to help achieve financial sustainability in view of the recruitment difficulties. Currently, the UTC has the following student numbers:

Year 10: 36 Year 12: 56

The UTC is financially viable with these numbers, even without the additional funding of £200,000 provided by the DfE. However, student recruitment will continue to be a challenge, particularly into Year 10. DfE approved a total student number of 109 for September 2017.

DfE officials accompanied by two former Ofsted Inspectors, who now advise the DfE, visited the UTC on the 8th March to review UTC's Learning & Teaching and student progress. We have not received a written report as yet. While their informal feedback was generally positive, they raised some concerns with the Governors about the teaching quality and teaching assessment within the UTC.

Lord Baker visited the UTC on 6th March and he was complimentary about the work being undertaken by the UTC.

The UTC won the NHS Chief Scientific Adviser's award for innovation in science and engineering.

Two of the female students of the UTC spoke at the International Women's Day event at LSBU. Four students from the UTC were hosted for lunch at the Houses of Parliament by the Young Engineers.

Chief Executive
20th March 2017

	CONFIDENTIAL
Paper title:	February 2017 financial management report
Board/Committee:	South Bank Academies Board Meeting
Date of meeting:	30 March 2017
Author:	Dan Smith
Purpose:	Discussion
Recommendation:	Review of latest management accounts

Executive Summary

The purpose of this report is to provide information to the South Bank Academies Board to allow them to review the latest management accounts.

The report will show the following:

- A consolidated forecast for 2016/17 as at 28/02/17
- A forecast for each individual school
- Key highlights

Both schools actual pupil numbers were below the submitted pupil numbers which the schools funding was based therefore there is an element of 'clawback' which is shown as a reduction of income in the forecast. It is standard for growing schools to be effected by this as pupil numbers can be hard to estimate and it is usual for schools to overestimate so that funding is assured and any overfunding can be ring fenced.

Both schools are forecasting a surplus.

South Bank Academies Consolidated Forecast

Current Forecast for Academic Year 2016/17 (As at 28th February 2017)					50%	Percentage of Year completed
	Current	Forecast	Budget	Variance	Current/ Forecast %	Comment
Income						
GAG Income	2,320,716	4,594,551	4,594,551	-	51%	On Target
Start Up Grants	412,000	412,000	412,000	-	100%	Start Up Grants front ended
Other Government Income	58,892	419,158	219,158	200,000	14%	On Target
Other Income	64,324	138,270	145,897	(7,627)	47%	UAE Catering income decreased
Prospective Clawback	(401,637)	(803,274)	(803,274)	-	50%	On Target
Capital Grant	-	-	-	-	0%	On Target
Income Total	2,454,295	4,760,706	4,568,333	192,373		
					Current/ Forecast %	
Expenditure						
Teaching Salaries	1,037,335	2,181,610	2,418,449	236,838	48%	On Target
Other Salaries	456,456	972,318	1,148,013	175,695	47%	On Target
Other Staff Costs	57,693	142,682	142,682	-	40%	Recruitment costs not yet spent
Building Maintenance & Occupancy Costs	113,001	358,636	350,886	(7,750)	32%	On Target
Curriculum Budgets	80,616	108,741	108,741	-	74%	Resources are usually front ended
Consultancy/Professional Services	103,706	192,794	169,794	(23,000)	54%	UAE Post 16 Marketing/Attendance Officer
Catering Costs	107,848	242,239	273,352	31,113	45%	UAE Catering Costs adjusted
Exams	2,156	13,600	13,600	-	16%	On Target
IT Costs	32,132	132,330	132,330	-	24%	On Target (UAE Costs not yet invoiced)
Capital Costs	-	10,000	10,000	-	0%	On Target
Central Services	-	-	-	-	0%	On Target
Other Costs	57,155	109,860	107,360	(2,500)	52%	On Target
Expenditure Total	2,048,097	4,464,811	4,875,207	410,396		
Surplus/(Deficit)	406,198	295,895	(306,874)	602,769		

Notes: Variance Column: A positive number indicates a positive variance, this shows a better forecasted financial result against the original budget A negative (bracketed) number indicates an adverse variance, this shows a poorer forecasted financial result against the original budget

Key Highlights

Income

An additional £200k has been received by the UTC for 'transitional funding'. All University Technical Colleges (UTCs) were invited to apply for this fund as the DfE acknowledged the difficulties faced by UTCs' due to economies of scale and start-up costs. This fund may be available over the next three years.

Catering income and expenditure at the Academy was reduced due to a revised quotation from the supplier after the budget had been set.

All expected income has been received and any prospective clawback has been shown as a reduction of budget and forecast.

Expenditure

Salary costs at both schools were adjusted to reflect actual pupil numbers after the budget was set. Positions that were related to larger pupil numbers were not recruited.

Additional cleaning needed at the Academy has led to a forecasted overspend in occupancy costs.

An external Attendance Officer was required at the Academy increasing Consultancy costs.

Summary

A forecasted surplus of £295k is expected.

Deducting the £200k transitional funding for the UTC from this surplus leaves a surplus of only £95k, 2% of total income. Monthly monitoring of both school's surplus and expenditure is completed to ensure that this percentage is maintained.

2017/18 Budgets

The Education Funding Agency (EFA) will release funding allocations by end of March 2017 for the 2017/18 academic year. Both schools are currently reviewing their staffing needs for 2017/18 which relates to 75% of expenditure and all other costs will be reviewed during March/April.

Budgets will be presented to both school's Local Governing Bodies and the Trust Board for approval in May/June ahead of submission to the DfE.

Individual School Forecasts

University Academy of Engineering South Bank Forecast

Current Forecast for Academic Year 2016/17 (As at 28th February 2017)					50%	Percentage of Year completed
Income	Current	Forecast	Budget	Variance	Current/ Forecast %	Comment
GAG Income	1,733,341	3,431,050	3,431,050	-	51%	On Target
Start Up Grants	182,500	182,500	182,500	-	100%	Start Up Grants front ended
Other Government Income	58,892	190,200	190,200	-	31%	On Target
Other Income	59,842	107,873	115,500	(7,627)	55%	Catering Income decreased/Additional High Needs
Prospective Clawback	(224,000)	(448,000)	(448,000)	-	50%	Clawback shown as monthly deduction
Capital Grant	-	-	-	-	0%	On Target
Income Total	1,810,575	3,463,623	3,471,250	- 7,627		
Expenditure	Current	Forecast	Budget	Variance	Current/ Forecast %	
Teaching Salaries	752,499	1,595,287	1,832,125	236,838	47%	On Target
Other Salaries	295,614	634,931	790,130	155,199	47%	On Target
Other Staff Costs	52,749	118,757	118,757	-	44%	Recruitment costs not yet spent
Building Maintenance & Occupancy Costs	105,716	322,150	314,400	(7,750)	33%	On Target
Curriculum Budgets	54,950	77,875	77,875	-	71%	Resources are usually front ended
Consultancy/Professional Services	62,655	118,294	95,294	(23,000)	53%	Advertising for Post 16/External Attendance Officer
Catering Costs	76,662	179,995	220,000	40,005	43%	Catering Costs adjusted
Exams	2,156	10,000	10,000	-	22%	On Target
IT Costs	24,874	117,330	117,330	-	21%	On Target (RM Costs not yet invoiced)
Capital Costs	-	10,000	10,000	-	0%	On Target
Central Services	147,512	147,512	147,512	-	100%	On Target
Other Costs	25,876	70,850	68,350	(2,500)	37%	On Target
Expenditure Total	1,601,261	3,402,980	3,801,773	398,793		
Surplus/(Deficit)	209,313	60,643	(330,523)	391,166		

Notes: Variance Column: A positive number indicates a positive variance, this shows a better forecasted financial result against the original budget A negative (bracketed) number indicates an adverse variance, this shows a poorer forecasted financial result against the original budget

South Bank Engineering UTC Forecast

Current Forecast for Academic Year 2016/17 (As at 28th February 2017)					50%	Percentage of Year completed
	Current	Forecast	Budget	Variance	Current/ Forecast %	Comment
Income						
GAG Income	587,376	1,163,501	1,163,501	-	50%	As per EFA schedule
Start Up Grants	229,500	229,500	229,500	-	100%	Start Up Grants Paid by December 16
Other Government Income	-	228,958	28,958	200,000	0%	Awaiting Pupil Premium & Top Up Funding
Other Income	4,482	30,397	30,397	-	15%	On target
Prospective Clawback	(177,637)	(355,274)	(355,274)	-	50%	Clawback reduced pro rata
Capital Grant	-	-	-	-		
Income Total	643,721	1,297,083	1,097,083	200,000		
					Current/ Forecast %	Comment
Expenditure						
Teaching Salaries	284,836	586,324	586,324	-	49%	On target
Other Salaries	98,342	212,387	232,883	20,496	46%	On target
Other Staff Costs	2,444	18,925	18,925	-	13%	Recruitment Costs still to be paid
Building Maintenance & Occupancy Costs	7,285	36,486	36,486	-	20%	Awaiting Utility Bills
Curriculum Budgets	25,666	30,866	30,866	-	83%	On Target
Consultancy/Professional Services	15,052	34,500	34,500	-	44%	On target
Catering Costs	31,186	62,245	53,352	(8,893)	50%	Minimum Charge of 100 students
Exams	-	3,600	3,600	-	0%	Awaiting Exam season
IT Costs	7,258	15,000	15,000	-	48%	On target
Capital Costs	-	-	-	-	100%	Paid in full
Central Services	41,665	41,665	41,665	-	0%	On target
Other Costs	12,102	19,833	19,833	-	61%	On target
Expenditure Total	525,836	1,061,830	1,073,434	11,603		
Surplus/(Deficit)	117,885	235,252	23,649	211,603		

Notes: Variance Column: A positive number indicates a positive variance, this shows a better forecasted financial result against the original budget A negative (bracketed) number indicates an adverse variance, this shows a poorer forecasted financial result against the original budget

Central Services Forecast

Current Forecast for Academic Year 2016/17 (As at 28th February 2017)					50%	Percentage of Year completed
	Current	Forecast	Budget	Variance	Current/ Forecast %	Comment
Income						
GAG Income	-	-	-	-	0%	No Income expected
Start Up Grants	-	-	-	-	0%	No Income expected
Other Government Income	-	-	-	-	0%	No Income expected
Other Income	-	-	-	-	0%	No Income expected
Prospective Clawback	-	-	-	-	0%	No Income expected
Capital Grant	-	-	-	-	0%	No Income expected
Income Total	-	-	-	-		
Expenditure						
Teaching Salaries	-	-	-	-	0%	No expenditure expected
Other Salaries	62,500	125,000	125,000	-	50%	On Target
Other Staff Costs	2,500	5,000	5,000	-	50%	On Target
Building Maintenance & Occupancy Costs	-	-	-	-	0%	No expenditure expected
Curriculum Budgets	-	-	-	-	0%	No expenditure expected
Consultancy/Professional Services	26,000	40,000	40,000	-	65%	Advertising/Marketing Support
Catering Costs	-	-	-	-	0%	No expenditure expected
Exams	-	-	-	-	0%	No expenditure expected
IT Costs	-	-	-	-	0%	No expenditure expected
Capital Costs	-	-	-	-	0%	No expenditure expected
Central Services	(189,177)	(189,177)	(189,177)	-	100%	On Target
Other Costs	19,177	19,177	19,177	-	100%	On Target
Expenditure Total	(79,000)	-	-	-		
Surplus/(Deficit)	79,000	-	-	-		

Notes: Variance Column: A positive number indicates a positive variance, this shows a better forecasted financial result against the original budget A negative (bracketed) number indicates an adverse variance, this shows a poorer forecasted financial result against the original budget

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	CONFIDENTIAL
Paper title:	MAT Risk Register
Board/Committee:	South Bank Academies Board Meeting
Date of meeting:	30 March 2017
Author:	Dan Smith, Business Manager
Sponsor:	CEO
Purpose:	To Review
Recommendation:	The paper is presented to review the Risk Register.

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:

- Additional risk relating to Safeguarding. Mitigating actions relating to safeguarding and ICT structure. High risk due to temporary building at UTC.

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.
- Staffing - Academy recruitment process for permanent Principal ongoing.
- 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 reviewed	Date for next review	Status
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 fire w alls 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.	2	3	6	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
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Risk Calculation	Probability		
	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

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	CONFIDENTIAL
Paper title:	Assurance visits
Board/Committee:	South Bank Academies Board Meeting
Date of meeting:	30 March 2017
Author:	Pervena Singh, Clerk to South Bank Academies
Purpose:	To note
Recommendation:	The Board is asked to note the assurance visit to the University Academy of Engineering.

Executive summary

At the last South Bank Academies Board, the directors requested that each school within the MAT be visited twice a year by the Chair, CEO and an Independent Director.

The first assurance visit took place on Tuesday, 14th March at the University Academy of Engineering.

Below is the agenda of the day:

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

14th March 2017 11:30am – 1:15pm

Time	Visiting
11.30 – 11:45pm	Lesson visit
11.45 – 12.00pm	Lab visit
12:00 – 12.20pm	Meeting with the student council
12.20 – 12.35pm	Meeting with Sixth form students
12.35 – 12.50pm	Meeting with the Principal, Gary Nelson
12.50 – 1.15pm	Meeting with the Senior Leadership Team

A post visit report will follow.

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	CONFIDENTIAL
Paper title:	Governance effectiveness self-assessment
Board/Committee:	South Bank Academies Board Meeting
Date of meeting:	30 March 2017
Author:	Pervena Singh, Clerk to South Bank Academies
Purpose:	To note
Recommendation:	The Board is asked to note the governance effectiveness self-assessment plan for South Bank Academies.

Summary

In accordance with the Department for Education’s Governance Handbook for trustees of multi academy trusts, MAT boards should regularly evaluate their own effectiveness.

As the MAT board has been meeting now for over a year, it is appropriate to carry out an initial light touch self-assessment.

The self-assessment will be an appraisal of the performance of the board and local governing bodies and will identify strengths, weaknesses, and opportunities for improvement.

The themes will cover:

Board of Directors

- Vision, ethos and strategy
- Governance structure
- Engagement
- Effective accountability of the executive leadership
- Impact on outcomes for pupils

Local Governing Bodies

- Right Skills
- Effectiveness
- Engagement
- Role of chair
- Impact

The Company Secretary and Clerk will facilitate the assessment. During April 2017, questionnaires will be sent to directors and local governors. Conclusions will be made available at the July board meeting.

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	CONFIDENTIAL
Paper title:	Appointment process for directors and local governors
Board/Committee:	South Bank Academies Board Meeting
Date of meeting:	30 March 2017
Author:	Pervena Singh, Clerk to South Bank Academies
Purpose:	For information
Recommendation:	The meeting is requested to note the process for appointment.

Executive summary

The process of appointment for co-opting directors and governors has been provided to the South Bank Academies Board for information.

Appointment Method for Directors and Local Governors

1. Process for appointing Co-opted Directors/Governors

Role description and person specification for Directors/Governors to be developed

Chair of Board/Local Governing Bodies to identify need for additional directors/governors through skills matrix, or when vacancy arises

Appointments to be discussed with Secretary and Clerk

Open recruitment process

- Use of advert or through internal/external networks
- Candidates to be shortlisted against person specification (Chair & Secretary)
- Informal interview with candidate (Chair of Board/Local Governing Bodies & one director/governor)
- Decision to appoint candidate by Nomination committee for director and by Local Governing Bodies for local governor
- Letter of appointment to be sent by post or email (Clerk)

2. Process for appointing other directors/governors

Appointed by LSBU:

- Chief Executive Officer South Bank Academies
- Chief Financial Officer London South Bank University
- University Secretary, London South Bank University
- Vice Chancellor, London South Bank University
- Independent Governor, London South Bank University

Local Governors appointed by the university sponsor

{To be developed following governance effectiveness self-assessment}

Local Governors appointed by the employer sponsor

{To be developed following governance effectiveness self-assessment}

Co-opted local governors

Resolution by South Bank Academies Board of Directors to delegate authority to Local Governing Bodies to co-opt local governors

Parent Governors

- Election as set out in the Scheme of Delegation

Staff Governors

- Election as set out in the Scheme of Delegation

	CONFIDENTIAL
Paper title:	Local governing bodies report on decisions
Board/Committee	South Bank Academies Board Meeting
Date of meeting:	30 March 2017
Author:	Pervena Singh, Clerk to South Bank Academies
Purpose:	To update the South Bank Academies Board of Directors on the schools local governing bodies discussions.

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 local governing bodies committee discussions

University Academy of Engineering Local Governing Body – 22 February 2017

Ahead of the LGB meeting the governors and heads 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 a report on leadership and management, quality of teaching, student welfare and pupil progress.

OfSTED progression

- The LGB discussed in detail the progress made at the school in light of the pending OfSTED inspection.

Development plan & self-evaluation form

- The LGB discussed in length the development plan and self-evaluation form and noted that it will be regularly reviewed at the meetings.

Performance management system

- The LGB discussed the strategic and practical approaches to performance management at the Academy.

The LGB noted the following items:

- Report on discussions at the Learning and Teaching Committee and the Finance and General Purposes committee meetings
- December 2016 Financial Management Report - the LGB noted the management reports following recommendation from the Finance and General Purposes committee review.
- The governors' visit forms

South Bank Engineering UTC Local Governing Body – 15 March 2017

Ahead of the LGB meeting the governors and heads 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 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.

New assessment system

- The Principal provided an overview of the change of assessment at GSCE level, and the LGB noted the student data collected centrally, for internal assessments every half term.

Self-evaluation form & development plan

- The LGB discussed in length the development plan and self-evaluation form and noted that it will be regularly reviewed at the meetings.

The LGB noted the following items

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