

Meeting of the South Bank Academies Remuneration Committee

3.30 pm on Thursday, 5 December 2019
in South Bank Engineering UTC, 56 Brixton Hill SW2 1QS

Agenda

<i>No.</i>	<i>Item</i>	<i>Pages</i>	<i>Presenter</i>
1.	Welcome and apologies		RF
2.	Declarations of interest		RF
3.	Minutes of previous meeting	3 - 4	RF
Items to discuss			
4.	School Principal's year end appraisal outcomes and remuneration recommendation	To Follow	FM
5.	Executive Principal and Principals' Appraisal - performance and objectives 2019/20	5 - 10	FM
6.	Business Manager's remuneration and objectives 2019/20	To Follow	FM
7.	Committee Terms of reference - to note	11 - 12	MB

Date of next meeting
3.30 pm on Tuesday, 15 December 2020

Members: Richard Flatman (Chair), Hilary McCallion, Lesley Morrison, David Phoenix and Hitesh Tailor

In attendance: Michael Broadway, Alexander Enibe and Fiona Morey

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**South Bank Academies Remuneration Committee
held on Friday, 14 December 2018
held by email**

1. Declarations of interest

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

2. Minutes of previous meeting

The committee approved the minutes of the meeting held on 14 September 2017, subject to minor amendment to secretary's note.

3. School Principal's year end appraisal outcomes and remuneration recommendation

The committee reviewed the year end appraisals and remuneration recommendation for Dan Cundy, Principal of the UTC and John Taylor, Principal of the Academy.

The committee requested the inclusion of benchmark data in future.

The committee requested an update on the proposed package for the new Executive Principal and the implications for the UTC management structure.

The committee noted that Dan Cundy assumed the new role of Executive Principal for the Trust whilst continuing as the substantive Principal for the UTC for academic year 2018/19 only.

The committee approved the remuneration recommendations for the two Principals.

4. Principals' Appraisal - performance and objectives for 2018/19

The committee reviewed the Principals' appraisal – performance and objectives for 2018/19.

The committee noted that the objective in the Academy of a P8 score of 0 was below the local average of 0.29. The committee requested that this is reviewed.

The committee approved the two Principals' objectives for 2018/19, subject to review of the P8 score in the Academy.

5. CEO's Objectives 2018/19

The committee discussed the CEO's objectives 2018/19.

The committee approved the CEO's objectives 2018/19, subject to adding the following:

- To enhance MAT effectiveness of operation by development of Trust management structure;
- Effective implementation of the Scheme of Delegation (SOD); and
- Development of the governance agreement.

Circulated to:

Douglas Denham St Pinnock
David Phoenix
Lesley Morrison

Signed on behalf of the South Bank Academies Remuneration Committee

..... (Chair)

Agenda Item 5

	CONFIDENTIAL
Paper title:	CEO Report on Executive Principal performance
Board/Committee:	SBA Remuneration Committee
Date of meeting:	05 December 2019
Author(s):	Fiona Morey, Chief Executive Officer
Sponsor(s):	Fiona Morey, Chief Executive Officer
Purpose:	To Recommend
Recommendation:	To review EP performance targets for 2018/19 and agree targets for 2019/20

Executive Summary

Review of Executive Principal performance against target for 2018/19 and agree any bonus payment. Agree targets for 2019/20

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SBA Remuneration Committee

1.0 Executive Principal's year end appraisal outcomes and remuneration recommendation

The Executive Principal's appraisal was conducted by the outgoing CEO with the new CEO in attendance. The following targets agreed for 2018/19 were reviewed with self-evaluation in brackets.

Objective Setting for 2018-19

Objective 1: Outcomes (student progress and attainment) *(DC self-evaluation: partially met.)*

Success Criteria:

- Good progress made from CATS baseline - 90% of students to reach CATs-generated targets; 30% to exceed. *(Progress from starting points -0.17 / -0.01 for non Durand students = in line with national.)*
- KS4 progress 8 to be no less than 0 with a reduction in variation between subject areas as compared to 2018 data. KS5 positive VA for both A-Level and Technical qualifications in range of 0 – 2. *(-1.54 overall, noting this is not a meaningful measure for UTCs. KS5 outcomes improved. VA at KS5 negative though for A levels. Positive for technical quals at L3.)*
- Good progress from baseline of key groups SEND/Disadvantaged/more able. All key groups to be in line with all students *(In line with national overall. Internal gaps by group although problematic to analyse given small cohort size.)*
- Destinations – 0% NEETS *(No NEETS based on intended destinations)*
- Attendance – better than average for UTCs nationally, at least 95% *(Missed – a small number of very poor attenders mostly for medical reasons dragged to 93.1% overall for year)*
- Accurate predictions – No subject more than 10% from predicted grades at 4+ (GCSE), P+ (BTEC) and E+ (A level) *(Not met – maths, science and computer science well below predictions)*

Objective 2: Further development of unique UTC characteristics, culture and values. *(DC self-evaluation: mostly met.)*

Success Criteria:

- Employer engagement/projects – 100% of students have access to at least 2 employer engagement opportunities per year. *(Met)*
- Development of employability skills – all students to be supported to actively develop their employability skills and for these to be recorded and tracked using the UTC's HEARTBEAT system. *(Met although now transitioned to Skillbuilder platform)*
- Appropriate pathways actively sought and offered into university, apprenticeships and employment. *(Met, although more IAG input from careers advisor sought.)*

Objective 3: The school is operating and maintaining a level that is at least Good . *(DC self-evaluation: partially met)*

Success Criteria:

- The quality of provision, teaching, learning and assessment, curriculum, leadership and management (including middle leadership) and outcomes are solidly good – evidence triangulated with DfE, Secondary Improvement Advisor, BDT Education Advisor visits (*Solidly good according to DfE, BDT and Lambeth Secondary Advisor visits, but Ofsted RI grade. Good leadership and PDBW*)
- All necessary policies, systems and processes are in place and are robust and rigorous (*Met*)
- There is **consistency** across the school in terms of quality of provision e.g. marking and feedback are consistently of a high standard (including student response) and has clear impact on student progress and there is evidence of progress over time in books (*Significant progress made, but still some inconsistency in marking and feedback; key member of underperforming staff moved on*)
- The majority of teaching at UTC is consistently good or better, with 100% of qualified staff teaching at a consistently good standard and at least 45% teaching at a standard which is outstanding (*Good overall with some inconsistencies from small number of staff; improved profile this academic year and curriculum structure to support further improvement.*)
- There are effective and accurate assessment/tracking structures and processes in all departments that identify underachieving students and enable appropriate interventions to be put in place (*In place*)
- Lesson planning is excellent and meets the needs of all learners (*Good but some inconsistency still remains; significant improvement in SEND provision and understanding*)
- Behaviour for learning is consistently good and low level disruption is rare (*Good overall, some complex needs in Key Stage 4*)
- Leadership at all levels (especially middle leadership) is consistently strong (*Strong and bolstered senior leadership team; developing middle leadership team with increased capacity this academic year.*)
- All aspects of safeguarding are effective, there is a culture of vigilance at the school and pupils report that they are safe and feel safe (*Met*)
- There is a culture of high expectation and outcomes for all pupils, but especially the most disadvantaged/SEND (*Yes, linked to professional expectations*)
- The SEF is evaluative and evidence based and judgements are accurate and can be triangulated with books, data and other measureable outcomes (*Much developed with external consultant support; being updated for this academic year*)
- The School Development plan identifies clear areas for improvement that dovetail with the SEF (*Met*)

Objective 4: Financial Sustainability. (DC self-evaluation: fully met)

- Recruitment – 20% growth on prior year in the number of new students recruited into Year 10 and Year 12. At least 75% of Year 11 students continuing into year 12 resulting in a target roll of 308 – (*Growth from 216 to 231 at October census 2019 but growth target not met: gap in marketing and admissions significant.*)
- Working with the CEO and the Trust Business Manager, evaluate and determine the optimum model for financial sustainability – Production of a considered, evidence-based, timely report considering and recommending potential models (*Close work with central team to ensure financial viability over time*)

- Operating with financial prudence (remaining within budget, having the right financial controls in place as delegated by the trust, complying with financial regulations of the trust) *(Met)*

Executive Principal role – areas of success not captured above. Note DC took on the role of Executive Principal mid-year

- Securing GSTT and LSBU commitment to ensure second specialism is viable and powerful; work on curriculum development, resourcing and staffing model
- Developing engagement at LSBU through Safia, Executive, governors, managers and other stakeholders.
- Pipeline development – SW London free school, Southwark education provision (with LSBU), PGCE engineering development, Cophall School engagement, Southwark Diocese engagement, Croydon development work, Archbishop Tenison’s commissioned places model development
- Ofsted inspection training to add in-house expertise

The committee is recommended to consider a 2.5% bonus payment against above targets. It is recommended that senior staff are awarded the 2.75% pay award made to all SBA staff members.

2.0 Executive Principal’s Appraisal and performance proposed targets for 2019/20

The following academic performance targets are proposed for consideration by the committee as follows:

UTC

	Target For 2019/20
Key Stage 4	
Attendance	94% in line with national
Attainment 8	41
English and Maths 5+	35%
English and Maths 4+	70%
Progress Score (From starting point) +0.1	+0.1
Key Stage 5	
Attendance	94%
Destinations	No NEET
BTEC	
Attainment to remain in line or above national	35.00
Average grade	DIST
A-Level	
Progress in line with national	0

UAE

	Target For 2019/20

Key Stage 4	
Attendance	In line with Southwark
Persistent Absence	In line with Southwark
Attainment 8	46.5
English and Maths 5+	40%
English 5+	50%
Maths 5+	50%
Science 5+	43%
Progress 8	+0.0
Key Stage 5	
Destinations	No NEET
BTEC	
Progress to remain in line or above national	0
A-Level	
Progress in line with national	0

These academic targets sit with the respective Principal's with the Executive Principal accountable for both sets of academic achievement.

In addition the Executive Principal is targeted with:

- Supporting the development and delivery of the SBA strategy aligned to the LSBU Group strategy.
- Embedding a clear MAT structure that supports the enhancement of the quality of education across the Trust and clearly articulated distinctive curriculum offer.
- Developing partnerships that support the growth and development of the Trust
- Successful launch of new Health offer at the UTC and delivery of recruitment targets across all years
- Delivery of pupil recruitment targets in line with budget plan

3.0 CEO Targets

The CEO's targets are to support the Executive Principal in the delivery of their targets and to:

- Support development and delivery of a clear vision for SBA that aligns with SBC and the educational framework
- Deliver SBA to budget
- Improve SBA achievement 8 data to 0 (ie NA)

Remuneration Committee Terms of Reference

1. Constitution

- 1.1 The Board of Directors has established a committee of the Board known as the Remuneration Committee.

2. Membership

- 2.1 Membership shall consist of three directors.
- 2.2 A quorum shall consist of at least 2 directors, at least one of whom should be independent of South Bank Academies or London South Bank University.
- 2.3 The committee may, if it considers it necessary or desirable, co-opt members with particular expertise.
- 2.4 An HR advisor will usually attend meetings.
- 2.5 The Chair of the Committee, in consultation with the Chair of the Board, may nominate additional directors to join the committee.

3. Frequency of meetings

- 3.1 Meetings shall normally be held annually after the approval of the Company Accounts.

4. Secretary

- 4.1 The secretary to the Remuneration Committee will be the Company Secretary or other appropriate person nominated by the Company Secretary.

5. Duties

- 5.1 The duties of the committee shall be to:
- 5.1.1 note the objectives and performance of the CEO, Business Manager / CFO and Principals (together the Key Management Personnel);
 - 5.1.2 set the pay and approve bonuses of the Key Management Personnel; and
 - 5.1.3 recommend the Company pay policy to the Board for approval.

6. Reporting Procedures

- 6.1 The minutes (or a report) of meetings of the Remuneration Committee will be circulated to all members of the Board.

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