

Minutes of the meeting of the South Bank Engineering UTC School Advisory Board

**held at 3.00 pm on Wednesday, 19 September 2018
South Bank Engineering UTC, 56 Brixton Hill SW2 1QS**

Present

Nicole Louis (Chair)
Ed Arthur
Dan Cundy
Beau Fadahunsi
Natalie Ferer
Richard Parrish
Joanne Young

Apologies

Ian Brixey
Leona Ross
Tony Roberts
Ruth Smith

In attendance

Alexander Enibe

1. Welcome and apologies

The chair welcomed the governors to the meeting.

The apologies were noted.

2. Declarations of interest

No governors declared a conflict of interest in any item on the agenda.

3. Minutes of previous meeting

The LGB approved the minutes of the previous meeting of 4 July 2018.

The LGB confirmed that the quality of the minutes has improved following the governance review.

4. Matters arising

The LGB discussed matters arising from item 5 (principal's report) of the action sheet from the previous meeting.

The Principal confirmed that he is working with the Principal of the UAE on developing a certification on non-late coming. An update would be provided to the LGB at the next meeting.

On the development of strategic options (action 5), the CEO and the Principal confirmed that they have identified someone to do this but will wait for the new Business Manager, who starts work at the end of October 2018 to lead on this.

The Chair updated on the following items from the previous meeting:

- “The CEO confirmed that two different governance models will be proposed to the SBA Board on 19 July 2018”. The LGB noted that the two governance models were proposed to the SBA Board and a decision was made and a letter from the SBA (interim) Chair had been circulated to all the governors with details.
- “SBA Board is reviewing the surplus policy but awaiting the resumption of the new Business Manager to lead on this”. The Chair confirmed that the Board is still reviewing the surplus policy. The LGB suggested that SBA surplus policy should be looked into carefully to ensure that the SBA Trust, in dealing with the surpluses from the schools, is in compliance with the relevant funding agreements and regulations.
- “Principal is developing a plan for expenditure”. The Principal confirmed that this has been done.

5. Student recruitment update & financial implications

The LGB discussed an update on student recruitment & financial implications.

The 2018/19 budget for the UTC, which was approved by the SBA Board in July 2018 was based on the UTC enrolling 184 students for the new academic.

The UTC enrolled an additional 38 students at the beginning of the new academic year 2018/19. This increase in student numbers will result in additional income of £222,000 and a revised net surplus of £148,000, if the new student numbers are maintained.

The central management charge has increased from 3.5% to 4.7%. The rate increase, coupled with the expected increase in GAG funding, has increased the central management recharge from £50,000 to £79,400. Additional staffing cost amounting to £42,000 was provided for as a contingency in the original budget. Other operational cost – depreciation charge for the year is expected to be approximately £47,000.

A governor queried what services the UTC would be receiving for the additional GAG charges, and that there should be a clear understanding of how best value is achieved to gain buy-in from the providers of the charges. The LGB and the Principal discussed priority areas where the Principal would like to spend. The Principal confirmed that an advert for an on-site person has been put up as this is one of the priority areas. The Principal also mentioned that he would like to recruit someone to cover the roles of Engineering

Technician and Science teacher. The CEO suggested that funding for extra tutorials should be coming from the schools concerned. The LGB noted that there would be a revised budget and governors are welcomed to contribute.

The LGB noted that Year 10 recruitment numbers remains a challenge and there should be continuous focus on this.

The LGB commended the Principal for the improvement in student recruitment.

6. Examination results analysis

The LGB discussed the examination results analysis and challenged the Principal on some of the figures.

The LGB noted that the overall picture is good. In English and BTEC Engineering, there was strong performance well above national level. The LGB also noted that there is work to be done to improve maths results and computer science.

The Principal confirmed that Year 11 results represent the first cohort of students through to GCSE, and the two key measures are Attainment 8 and Progress 8.

The Principal said that one challenge with Attainment 8 is that computer science must be studied to fill the buckets, and that this is a challenging qualification which not all students are suitable for, as there are no viable alternatives at the UTC at this time. The Principal confirmed that Attainment 8 score is not used by students: rather it is a school measure. Students will still use their GCSE and equivalent grades for their next steps.

The Principal said that Progress 8 is more complex. For any individual student, their GCSE points in the Attainment 8 buckets are compared to other students nationally who achieved the same Key Stage 2 scores at the end of Year 6, who are attributed to a score of zero. If a student is above the national level for a students with their starting point, they have made positive progress. The Principal again said that Progress 8 is not a meaningful score for students: rather each individual score is aggregated to give a school score.

The Principal confirmed that all key measures of attainment are above or very close to national averages for 2017 (2018 figures are not yet published), with the UTC outstripping national on Attainment 8 overall. The Principal said that Attainment 8 could have been higher but for a small number of students failing to fill all the buckets, reducing their individual scores.

The LGB noted the Principal's suggestions that the focus will be working on students' techniques and knowing what interventions to be deployed. The Principal suggested that the students working with past question papers is part of the solutions.

The LGB noted that the Principal seems to have a good understanding of the factors affecting the results and with this understanding gives focus on improvements wherever possible.

The LGB noted from the students' final outcomes, that the professional predictions were not all accurate. The Principal confirmed that internal reviews with lead teachers will explore and isolate the reasons for this, so that predictions are more accurate in the future. The LGB emphasised the need to have good data on predictions as this provides the only heads-up on likely outcomes allowing early challenge and interventions to make changes to drive performance.

A governor challenged the Principal on the figures provided in the table, whether the students got the right results they needed to get into university. The Principal confirmed that some of the students got the results they needed to get into university but some are still looking for where to go. The Principal also confirmed that the focus is to ensure that the students do not go through all of this and not pass the exams.

A governor suggested that there may be an opportunity to get the students to do some courses which is not usually delivered as UTC courses.

The LGB requested that the Principal should prepare a response to the outcomes in the form of an action plan on how to improve students' outcomes for the next LGB meeting. The LGB suggested that there should be short, medium and long term plans and there should be a way the LGB can monitor this.

7. School Improvement Plan discussion (3 year view)

The LGB had a robust discussion on school development plan.

The discussion and challenge focused on the following four key strategic areas:

- Offer an outstanding education with high academic standards in a technical context;
- Recruit, develop and retain excellent staff;
- Maintain financial sustainability; and
- Foster strong and progressive partnerships.

As part of the discussion on the first point above, offering an outstanding education, the LGB noted the importance of also maintaining high standard on student wellbeing and safeguarding. The LGB noted that the UTC should have distinctiveness because of the competition.

In looking at offering an outstanding education, the LGB asked the question, looking at where we are coming from in the last 2 years of the UTC opening, what are our academic priorities within the context of standards? The

Principal said that the UTC needs to identify its own audiences because that is an area where the UTC is struggling.

The Chair suggested that, looking at the recent exam results, it appears that the UTC could narrow on A level subjects that could lead to challenges for the students. The LGB noted that the danger in that is if the UTC do not offer A level subjects some parents might not be happy because some of the parents pay a lot of attention on A level subjects.

The Principal said that we need to ask the question whether we want to go big on what is slightly different from others. A governor pointed out that it would be good where the UTC can do the technical courses and also do A levels, as long as the UTC can demonstrate that our students get into university, then that covers the areas parents might not be happy about. Another governor asked whether the UTC needs to worry about the parents that are not happy if the UTC picks BTEC over A levels. A governor responded that the UTC should worry about this because at the moment the UTC needs them.

A governor asked the Principal whether the UTC has statistics where the students are going so that this can be deployed to marketing. The Principal confirmed that the UTC was tracking where the student were going and would try and deploy this.

The Chair asked the question, how the UTC goes on the trajectory of being an outstanding school based on the results. A governor responded that there is something good about having the flexibility to move students around in the UTC so that the students can get the grades the employers or Universities would like. The Principal was of the opinion that if the UTC focuses on A levels, then they will shut out students that are needed in Engineering and this also affects the sponsors of the UTC.

A governor asked if this question has been put to the students. The Chair responded that there was discussion about asking the SBA Board first before speaking to the students and parents about this.

A governor asked the Principal how easy it was to start and drop courses, and the Principal confirmed that this was easy but there are also complexities. The Principal also said that International baccalaureate is a good brand for parents and he thinks that this can be marketed because not many schools offer this London but this is not without risks. The Chair confirmed that from her experience sitting on another school's board, there are shortages of international baccalaureate teachers and it is also expensive to teach.

The Chair asked the LGB if they think the UTC needs to change the current curriculum to achieve what they want. The Chair also pointed out that the LGB does not need to answer this question and can take their time. A governor responded that the UTC currently has good courses and the focus should be on how to improve on them and what are the barriers they face in terms of teachers. Another governor said that the UTC needs to be very good on the

UTC subjects and keep the high end open and still cater for the other students.

The Principal said that the UTC has NHS sponsors and there are opportunities in engineering in the health industry. A governor responded that NHS engineering is a very niche area.

The Chair asked the Principal where the UTC currently is on safeguarding, child protection and well-being. The Principal confirmed that these areas are good at the moment. That well-being is an important area because this helps students to be able to work at home on computers, providing breakfast club etc. a governor suggested that the UTC should be very passionate about students' well-being and safeguarding as much as high academic standards. The Principal confirmed that in addition to the support system the UTC is working on having mentoring and there is also some support from LSBU. The same governor asked how the UTC would be getting mentors from LSBU. The Chair suggested that they would look at how to get more people from LSBU involved. There is a student services team on well-being that could provide support and if the LGB feels they need them then they can decide what areas LSBU can also provide more support.

The Principal confirmed that there are UTC students that are carers and find it difficult to do work at home.

The Chair asked the Principal whether the breakfast club was around exam period and subsidised. The Principal confirmed that it was but that it was not very successful and they are looking at doing better in this area. The Principal also said that students feel stigmatised about this. A governor asked whether there are things done in the area of sport because sport is one of the areas that can improve well-being. The Principal confirmed that there is something being done in the area of sport but that they should be doing more.

The Principal confirmed that on sugar tax, the UTC has been invited to bid for a fund for improving the students' well-being.

On the second focus which is to recruit, develop and retain excellent staff, the Chair asked the Principal whether the teachers are trained at the UTC. The Principal confirmed that that the teachers are trained at UTC.

Looking at engineering teachers, a governor suggested that the UTC should not only train and retain them, but also look at the pay offer so that the UTC would not become a place where the teachers are trained and afterwards, they move to another place. A governor suggested that as part of the employment benefits (pension contributions), the teachers were offered staff local government pensions, which is good but the teachers think it is too expensive for them. The Principal was advised by the LGB to promote this at the time of recruiting the teachers.

The Chair confirmed that in comparing with other schools, the SBA Trust pays lower for the bottom level of teachers because they are unqualified but there

has to be a debate on which is better to attract and retain the teachers. A governor asked the Principal that when teachers are recruited, what career path is being offered to them. The Principal suggested that the best way to benefit the school teachers is to grow the school so that the SBA Trust can retain them. The Principal confirmed that the focus is to have a high performance culture with teachers. Another governor suggested that the Principal should look closely to see how there are no barriers from teachers affecting the students.

For the upcoming teachers' appraisal in October 2018, the LGB requested that the Principal should look at having values and professionalism as part of the objectives. It was suggested that Jacqui Collins (UTC Marketing and HR manager) can look at what LSBU does and see if LSBU's appraisal technics can be of any help to the UTC.

The LGB asked the Principal his area of priorities. The Principal listed the following:

- Marketing and student recruitment;
- Strategic leadership to inject thinking in strategy; and
- Development of the leadership team.

A governor queried the Principal on why there are problems with SEN, giving that these students usually come with money from the government. The Principal confirmed that they are struggling with the SEN students that did not come with their usual funding because to get the funding, they need to be on EHCP before the money is disbursed.

On maintaining financial sustainability, the Chair asked how the Principal can have other sources to increase funding for the UTC apart from relying on student numbers. The Principal suggested that it would be good to decide whether to have a second specialism.

The Chair asked whether having a broader engineering or narrow engineering is financially sustainable, and if engineering is the focus, we need to know how this is brought to life. A governor suggested that there can be focus on engineering and still branch into different careers - destinations.

In responding to how the UTC can earn extra income, the Principal suggested he would like to have different enterprises at the UTC dealing in areas like; furniture, catering etc. The idea is to have these enterprises and where the students can develop different businesses and sell products and raise money.

The Chair confirmed that LSBU can help with enterprise. Although not going away from engineering but broaden it to be financially sustainable.

On fostering strong & progressive partnerships, a governor asked what the role of the sponsors is, as this should be a unique feature of UTCs without which there would be little to differentiate them from other schools. The Chair

suggested that it would be good to have specialisms, projects, guest lectures etc from sponsors.

The Principal confirmed that DfE's expectation is that UTC sponsors to shape curriculum and offer students more interview guarantees and putting money into supporting things like marketing for the schools.

The Chair asked a governor what more roles can the NHS play in this area for the UTC. The governor responded that this is a bit challenging because of the niche in specialism, but the desire is there to nurture the students. The governor said that what she has done is to broaden and bring more people in.

The LGB concluded that the link governor would help shape this area.

After much discussion, the LGB requested that the governors should reflect on the discussion and are free to offer suggestions to the Principal. The LGB requested that the Principal should prepare the school development plan and update the LGB on it at the next meeting on 7 November 2018.

8. Health and Safety / HR Action log

The LGB noted the Health & Safety/HR Action Log.

The Principal confirmed that there has been no significant health and safety concerns in the last term of operating. The Business Support Officer now has oversight of health & safety on a day-to-day basis, reporting in to the Principal.

The Principal confirmed that the building is safe and secure, with entry systems, locking and CCTV all operating as normal.

The Chair asked if any governor would like to put him or herself forward to be Health & Safety and HR Link governor.

The Principal confirmed that the HR support processes and systems are strong and that support is readily available for staff. The Principal confirmed that Safer Recruitment processes are followed at all times.

9. Staff recruitment and staff training

The LGB noted the Staff recruitment and training.

The LGB noted the staff that are leaving, new staff and existing staff in revised roles.

The Principal confirmed that there are still roles to be filled. Also, some re-working of the existing staff team has been designed to increase capacity. For example, the Director of Development role gives SLT the capability to further develop teaching and learning, including the development of cross-curricular

strands and employability, as well as creating opportunities for innovation and practitioner research.

Ian Brixey confirmed that he attended the Principal's staff briefing on Monday, 17 September 2018, and met some of the old and new staff followed by shadowing the Principal's Learning Walk that the Principal and his senior leadership team conduct regularly. Ian said it was good to see some of the new cohort of students and teachers. Ian confirmed that student behaviour appeared on the whole good and he gained a positive feel of the teaching from the new staff he saw.

The Principal confirmed that three members of staff are in their final year of an Assessment Only teacher training programme, so will be required to serve three weeks in a second school. For this, they are liaising with the UAE to facilitate this, as minimising cost and disruption are key considerations from a UTC perspective.

The CEO suggested that it would be good to look into whether paying more to teachers who in the fields that are difficult to recruit as it is done at the LSBU.

10. **Audit reports**

The LGB noted the Health & Safety and HR audit report.

The LGB noted that there are a number of red risks and these should be addressed urgently.

The Chair suggested that this should be a standing item and the LGB should be able to monitor what the Principal has agreed to action.

11. **Governance update**

The LGB noted the governance update.

The Chair confirmed that a new governance model has now been approved by the SBA Board and shared with the DfE. The new changes include a revised scheme of delegation, a revised remit and composition for the Local Governing Boards and changes to the composition of the Trust Board. The LGB would now become S-A-Bs.

The Chair confirmed that the Local Governing Body committees will be discontinued as going forward, the remit and responsibilities of these committees will either be addressed within the remit of the Local Governing Board or by the Trust Management. The Local Governing Boards will also expand the number of link governors and going forward, to cover seven specific areas.

The Chair confirmed that the consultation has now ended and decision has been made by the SBA Board on the new governance model, and told the LGB to feel free to ask questions where they require clarification.

A governor asked whether the revised governance framework had been reviewed by Ruth Murton so as to get the DfE support. The scheme of delegation was sent to the DfE as part of the governance review process and Ruth Murton is part of the DfE team.

The same governor mentioned that the scheme of delegation only covers the roles and not specifically responsibilities. The LGB noted that job description for all the roles is being developed and will be circulated to the LGB shortly.

A governor mentioned that they expected that the SBA Board would have delegated a limited portion of the budget locally to enable a degree of empowerment to the Executive Principal or School Principal, with a possible input from the School Advisory Board. The Chair confirmed that the SAB will not be having any oversight responsibilities over the finances. The SBA Board wants the SAB to focus on curriculum, outcomes etc.

A governor suggested that the acronym SBA and SAB could be confusing as they look similar. The LGB noted this point.

The LGB discussed the role of sponsors of the UTC.

Date of next meeting
3.00 pm, on Wednesday, 7 November 2018

Confirmed as a true record

..... (Chair)