

**Minutes of the meeting of the South Bank Academies Board
held at 10.00 am on Tuesday, 11 May 2021**

Present

Hitesh Tailor (Chair)
Chris Mallaband
Fiona Morey
David Phoenix
James Blastland

Apologies

Richard Flatman
Tony Giddings
Nicole Louis
Hilary McCallion
Lesley Morrison

In attendance

Michael Broadway
Ciara Carroll
Dan Cundy

1. Welcome and apologies

The Chair welcomed everyone to the meeting, including James Blastland, newly appointed trustee, to his first strategy session.

The strategy session was held remotely due to the on-going restrictions enforced during the Covid-19 pandemic.

2. Declarations of interest

No interests were declared.

3. SBA Strategy update

Two presentations were noted:

- Introduction by Fiona Morey, CEO of SBA
- Refresher on 5-year strategy by Dan Cundy, Executive Principal of SBA

4. Group session - the 'big picture'

The key elements the Trust will be focusing on and promoting are:

- The group is more than the sum of its parts, e.g. the health centre at Tabard Street
- The benefit to using to the whole Group offer when promoting the schools to prospective pupils and parents

- How it is enriched by being part of the group, and how the group is enriched by the trust
- The trust's (and group's) powerful vision of South London education from cradle to grave
- What the word university itself means in this context
- The trust is moving from the start-up phase into a more mature organisation

The Board agreed that the key risks to the Trust/schools are:

- Ability to attract students to the younger years in both schools
- Ability to keep pace with demand in older years
- Ability to recruit and retain staff in various specialisms

The Board noted that the following opportunities are available to the Trust/schools and must be exploited:

- Relaunch of UAE: new look and feel, key for application decisions by October 2021
- Differentiation is key to success, consider and build on success of new HNC offer at the UTC, consider an alternative offer in other subjects such as law
- • Use of an enterprise element (potentially the EntreComp framework which offers a comprehensive description of the knowledge, skills and attitudes that people need to be entrepreneurial and create financial, cultural or social value for others) would get students out into and, engaging with, the community to promote the benefits of the school
- Leadership capacity can be invested to support the schools to make necessary changes
- Diverse student body provides advantages to the students, staff and the trust
- Local networking with local deputies and head teachers is bringing teachers from other schools in and sending teachers from UAE and UTC out
- Building links within local schools and the community is crucial to foster a relationship between the schools and their 'customer' base
- Expanding the community use of the school to position the schools as useful community hubs
- Adding primary schools to the Trust to create growth and support education within the local community

The Trust must give consideration to the following:

- How is this South London cradle to grave education vision and uniqueness of trust's offer being communicated?
- Audience must be considered; clearly communicate to parents and ten-year olds that these schools are places that they really want to attend
- Industrialise the message to free up time of 'sales-people', pre-scripting messages saves time and ensures clear start of engagement
- Shift of focus to Years 10 to 14 - being part of a university group may be the route to this offer being uniquely successful

- Attractiveness of employers who are associated with the trust/group – increase range/number/diversity of those associated? Community and employers are key for the school; local opportunities are particularly powerful

5. **Group session - institutional level**

UTC

The group discussed the upcoming focus for the school in 2021-22:

- Work being done to highlight the significant benefits of the diverse student population at the school to employers and students themselves
- Developing an alumni program for the school and links to the university alumni programme
- Consideration of an entrepreneurial programme/aesthetic

The group identified the importance/significance of employer sponsors:

- NHS is very much a local employer, biggest in Southwark and Lambeth and they want local staff that they can train, retain and promote
- Skanska is a national employer which provides that type of opportunity to those students who are looking for it
- School wants to increase its visibility to local industry
- School is seeking more opportunities with local employers, like Pimlico Plumbers
- Need to do work on how to get them involved with the UTC.

UAE

The group highlighted the value of the curriculum offer:

- Day 10 curriculum is valuable: currently at capacity and want to focus on high quality engagement around those strands than extending past capability
- Concept of broader curriculum: dropped engineering (benefit to UTC) and started digital media offer, an area of national growth
- Focus for 2021-22 will be on developing the work experience programme.

The group noted the following about the 6th form provision:

- School is running out of capacity for 6th form
- Different site would require a different set up, with senior leaders on site
- Potential building opportunity on Old Kings Road

The group recognised the challenges of increasing school roll:

- School needs to focus on what it does well which will, in turn, make the school more attractive to parents
- Important to consider what parents want: a good school where their children are happy and well cared for. Parents are risk averse when it comes to their children's education

- The trust must work out how to communicate the richness around the curriculum (eg Day 10)

6. **OFSTED training**

OFSTED presentation

The Board noted the following points:

- Inspections have been paused until the end of the 2020-21 academic year; both schools are overdue an inspection but it is difficult to say when they will take place due to the backlog of inspections
- If both schools can be rated as 'good', this provides better growth opportunities
- Curriculum analysis takes place at Quality Committee meetings, with school advisor sitting on the board.

The Board noted the following actions:

- Ensure that potential inspection questions are covered comprehensively in SAB and Board agendas: CC to ensure OFSTED remains visible on agenda; DC to devise schedule to cover main areas of inspection in each of school plus trust
- Clarify role of SAB in Scheme of Delegation, and any further information needs of the SAB: CC and MB to include in effective governance review
- Add OFSTED preparedness to July 2021 Board agenda: complete
- Crib sheet for governors and trustees to be created: DC to co-ordinate creation

7. **Summary**

Summary

- Locality is important; to drive benefit for the local communities, local employers are more appropriate, but employment/employers that relocate their workers further away from London will not be discounted
- The trust needs to define what it sees as success and aspiration for its students. This definition is required in order to successfully communicate with and appeal to prospective students
- It is wonderful when students access top universities and high-flying careers. It is also important that students are given an opportunity to have a successful local career in an area they are passionate about. It depends on the individual and the trust should aim to offer both
- Major local employers want people with roots in the community – the NHS want local people who they can train, develop and retain
- The trust should also define what it sees as success for itself. Stellar students or increasing opportunities for the intake as a whole?
- Consider the potential of an entrepreneurial phase
- The diversity of both schools should be celebrated as a significant strength.

Date of next meeting
10.00 am, on Thursday, 8 July 2021

Confirmed as a true record

A handwritten signature in black ink, consisting of a stylized 'M' followed by a cursive 'A' and a long horizontal stroke.

..... (Chair)