

## Meeting of the South Bank Engineering UTC Local Governing Body

5.00 - 6.30 pm on Wednesday, 20 September 2017  
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		RB
2.	Declarations of interest		RB
3.	Minutes of previous meeting	3 - 6	RB
4.	Matters arising	7 - 8	RB
<b><i>Items to discuss</i></b>			
5.	UAE development plan and self-evaluation form	Verbal Report	DC
6.	Student recruitment update	9 - 10	DC
7.	Staff recruitment and staff training	11 - 12	DC
8.	Permanent Building Move	13 - 16	DC
<b><i>Items to note</i></b>			
9.	Governing body membership	17 - 18	PS
10.	Any other business		RB

**Date of next meeting**  
**4.00 pm on Wednesday, 6 December 2017**

**Members:** Rao Bhamidimarri (Chair), Ed Arthur, Ian Brixey, Dan Cundy, Natalie Ferer, Richard Parrish, Tony Roberts, Joanne Shand, Ruth Smith, Suzanne Williams and Joanne Young

**Apologies:** Sarah Gordon

**In attendance:** Pervena Singh and Claire Viner

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**Minutes of the meeting of the South Bank Engineering UTC Local Governing  
Body**

**held at 5.00 pm on Wednesday, 5 July 2017  
South Bank Engineering UTC, 56 Brixton Hill SW2 1QS**

**Present**

Rao Bhamidimarri (Chair)  
Ian Brixey  
Dan Cundy  
Natalie Ferer  
Sarah Gordon  
Joanne Young

**Apologies**

Ed Arthur  
Richard Parrish  
Tony Roberts  
Suzanne Williams  
Joanne Shand  
Ruth Smith

**In attendance**

Dan Smith  
Pervena Singh (Clerk)

**1. Welcome and apologies**

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

Before the Local Governing Body (LGB) meeting, the governors attended the Prevent Duty 'Protecting children from radicalisation' training session, provided by Lambeth Council Prevent Programme Department. During the session, governors discussed definitions of terror and extremism, and the behaviours associated with both words. The governors discussed a number of real life case studies which showed true accounts of extremist activities. The session provided governors with a greater understanding of how terror and extremism incidents are handled.

**2. Declarations of interest**

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

**3. Minutes of previous meeting**

The LGB approved the minutes of the meeting of Tuesday, 16 May 2017.

#### 4. **Matters arising**

The LGB discussed the pending matters arising from the previous meetings;

May 2017

Agenda Item 6 – Principal's report, the Principal confirmed that future reports will include greater visual data and tracking aids to illustrate progress made by students. He further confirmed that data tracking will become easier as the student cohorts increase.

November 2016

Agenda item 4 – Matters arising, a completed list of policies to be circulated to governors.

All other matters had been completed.

The Principal provided the LGB with a verbal update on student recruitment numbers, and confirmed that year 10 have received 55 applications to date, with more to be expected following the closure of a nearby secondary school.

#### 5. **UTC Development Plan & Self Evaluation Form**

The LGB was presented with the UTC development plan and self-evaluation form and noted that these required alignment as appropriate with South Bank Academies strategic plan, when made available.

The Chair suggested further consistency between the two schools development plans, and suggested the incorporation of a rag rating process in the UTC's SEF. This will enable the Governors to monitor progress.

*Joanne Young left the meeting*

#### 6. **Staff recruitment**

The LGB discussed the current staff recruitment plans for the new term and the vacant positions.

The LGB was pleased to note that no teaching staff resigned at the end of the spring or summer terms.

The Principal reported on the process for recruiting the Maths teacher and emphasised the difficulties faced during the first round of recruitment. The second recruitment drive was much more successful.

The LGB were informed of the difficulty to appoint the technical support role, which is currently advertised as a 0.6 part time role. The Principal reported that there may be scope to recruit the role as a full time position and share with Trinity school.

## **7. Student attainment and progress**

The LGB were presented with the student attainment and progress report which included the student performance for year 10 and year 12.

The LGB noted that year 10 average grades are rising positively and engineering student performance remains positive. The LGB noted that there has been a significant improvement in the proportion of students predicted to achieve a distinction grade in engineering.

The LGB discussed the year 12 predicted grades. The LGB were pleased to note the number of improvements to students predicted grades, and discussed the actions for further development in computer science following the decline in the predicted number of students hoping to achieve a grade between A\* - C.

## **8. Positioning of UTC**

The LGB discussed the report on positioning of the UTC, which covered the UTC's mission and values and its branding.

The LGB discussed the framework of the UTC and what actions needed to be taken to support the positioning of the UTC in the future. Discussion covered the need for greater interaction with parents and the need for clear links to higher education pathways, employment or apprenticeships.

The LGB discussed the challenges faced by UTCs and proposed that whilst there is concern surrounding student recruitment the LGB felt it appropriate to wait for the UTC to mature and become embedded into the local community, before taking remedial action.

The LGB requested greater visibility of the South Bank Academies values and vision. A summary of the vision and values would be circulated to all governors for information.

## **9. 2018 Meeting Calendar**

The Chair discussed the need for a welfare committee as the student numbers increased to ensure that the governors are fully engaged with student welfare and safeguarding. Safeguarding was particularly highlighted by the DfE during its term 3 visit.

The Chair reported the need for a new safeguarding link governor following the resignation of the current link, it was agreed that a new link governor will be identified at the first meeting of the new school year.

10. **Any other business**

The LGB discussed the progress for the UTC building and noted that the completion date remained as the original contractual completion date of 18 September 2017. The Principal informed the LGB that considerable pressure has been put on the DfE to ensure that there were no further delays. The LGB were informed of a potential alternate option of using the temporary building of Lambeth College for two or three weeks, should the UTC's permanent building completion be delayed.

The Chair reported the resignation of the Trust Business Manager, and informed the LGB that his successor would start on 1 August. The Chair thanked the Business Manager for his hard work and contribution to the two schools and South Bank Academies multi-academy trust.

**Date of next meeting**  
**5.00 pm, on Wednesday, 20 September 2017**

**Confirmed as a true record**

..... (Chair)

## SOUTH BANK ENGINEERING UTC LOCAL GOVERNING BODY - WEDNESDAY, 5 JULY 2017 ACTION SHEET

Agenda No	Agenda Item	Action	Officer	Action Status	Completion Data
8.	Positioning of UTC	A summary of the vision and values of South Bank Academies to be circulated to governors.	Rao Bhamidimarri	To do.	Circulated by email to all governors by the Clerk.

### TUESDAY, 16 MAY 2017

Agenda No	Agenda Item	Action	Officer	Action Status	Completion Data
6.	Principal's report	Governors requested greater visual data for students' performance and the incorporation of a tracker to provide guidance on the progress of students' results.	Dan Cundy	To do.	Complete. To be included in future report, will develop when cohort increases.

### WEDNESDAY, 15 MARCH 2017

Agenda No	Agenda Item	Action	Officer	Action Status	Completion Data
5.	January 2017 financial management report	The LGB requested a breakdown of the £200k grant money to demonstration where money will be apportioned.	Dan Smith	On-going, to be included within the budget process.	Under review.

### WEDNESDAY, 30 NOVEMBER 2016

Agenda No	Agenda Item	Action	Officer	Action Status	Completion Date
4.	Matters arising	List of policies for LGB approval to be circulated to governors.	Rao Bhamidimarri	To be circulated to governors following completion.	Under review.

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	CONFIDENTIAL
Paper title:	Student recruitment update
Board/Committee	South Bank Engineering UTC LGB planning and review
Date of meeting:	20 September 2017
Author:	Dan Cundy, Principal
Purpose:	To update the Local Governing Body on current student numbers at the UTC.
Recommendation:	To discuss

## Student numbers

Current numbers in each cohort are as follows:

Year 10: 55

Year 11: 33

Year 12: 56

Year 13: 54

Total: 197 students

Our total application numbers were as follows:

Year 10: 77

Year 12: 183

Conversion rate;

Year 10: 71%

Year 12: 30%

Year 10 recruitment while significantly below the PAN of 150 is higher than in 2016-17 and represents efficient income for the UTC: we have two classes of 27-28 students on a fixed pathway. We did receive a late flurry of applications after the staffing and timetable model was finalised. All applicants were interviewed by the Principal or Vice Principal, and following interview, a number of applicants withdrew, deciding that the UTC's expectations were not in line with their aspirations or backgrounds. A number of students applied from the closing Durand Academy locally. These students have had a particularly poor experience in Key Stage 3 and will need careful integration and management.

Year 12 enrolment numbers are well below expectation in relation to the number of applications. This is despite a wider course pathway than in the previous year, with a Level 2 course pathway open in 2017-18.

We are conducting an internal review to attempt to ascertain the reasons for the low conversion rate. Early indications suggest a number of factors are significant, the main ones

being that students with stronger than expected GCSE grades are pulled towards established school 6<sup>th</sup> forms and those with weaker than expected grades have not met our entry criteria. Added to this is the perceived risk factor of joining the UTC in competition with well-established, successful schools with strong brands in the area. A final factor is the geographical mobility of students with free London travel means that students are applying further afield than they would in the past, presenting both an opportunity and a threat to the UTC's recruitment.

A small number of students from Year 12 have not re-joined in Year 13. This was anticipated with all students transferring to alternative college courses or apprenticeships, in the main at level 2 rather than the level 3 they had been studying. The majority of these students had previously flagged concerns regarding attendance, punctuality, commitment and academic ability.

CONFIDENTIAL	
Paper title:	Staff recruitment and staff training
Board/Committee	South Bank Engineering UTC LGB planning and review
Date of meeting:	20 September 2017
Author:	Dan Cundy, Principal
Purpose:	To update the Local Governing Body on staff recruitment and training at the UTC.
Recommendation:	To discuss

## Staff recruitment and staff training

No teaching staff departed at the end of the academic year. Our retained teaching staff are:

- Dan Cundy, Principal
- Kam Bains, Vice Principal
- David Bell, Director of Engineering
- Ruth Vandenhautte, Lead teacher, English
- Subroto De, Lead teacher, Mathematics
- Francis Affram, Lead teacher, Science
- Mark Martin, Computer science
- Andy Errington, Engineering
- Lettie Tang, Engineering
- Marvin (Shane) Beckford, Engineering
- Luca Pasini, Engineering
- Sylvanus Wormenor, Mathematics (agency, until Christmas)
- Ellie Keightley, English

Retained non-teaching staff are

- Jacqui Collins, Marketing and Communications Manager
- Sonya Waller, Pastoral Manager, Key Stage 5
- Delma Russell, Pastoral Manager, Key Stage 4
- Natasha Padmore, Finance Officer

In meeting the curriculum and timetable demands of a growing school, we recruited the following to teach:

- Abi Savoy, SENDCO 0.6 FTE, Chemistry 0.4 FTE
- Josephine Amana, Engineering
- Elizabeth Adeboye, Computer science 0.4 FTE
- Manal Jawad, Mathematics

- Ruth Ardell, Physics (until Christmas) / Keng Ee Ng, Physics (once UK work permit has been approved)
- Sam Ottley, Mathematics (after Christmas)

Amongst the non-teaching cohort, we recruited:

- Coretta Brown, Pastoral Support Officer 0.4 FTE
- Han Sun Park, Learning Support, Maths 0.6 FTE
- Fiona Brown, Exams and Data Manager
- Ruth Olatunji, Technical Support Officer, Science
- Rhiannon Whiteley, Apprentice Front Desk Officer

We currently have vacancies for

- Engineering technical support
- Learning Support Officer, English

In addition, once funding is made available, we will be recruiting specialist staff to support students with EHCPs in Year 10.

The recruitment process has been challenging given the local and national shortage of qualified teachers in STEM subjects and given larger issues with retention and pay. We had three maths teachers, a chemistry teacher, an engineering teacher and a learning support officer decline having initially accepted offers and in some cases signed contracts. This has caused additional pressure on staffing and has required us to temporarily retain the services of an agency maths teacher whose teaching is not yet consistently good.

This experience has had the upshot of making our staffing model leaner, cheaper and more in line with our curriculum requirements given the lower than anticipated student numbers. For example, our part-time SENDCO is filling her timetable with her specialist teaching subject negating the need for a full-time chemist. Staff are all at or very close to their allocations.

Staff training as last year is bespoke, linked to best practice across our network and responsive to need. We have a cohort of staff who are as yet unqualified or who are Newly Qualified Teachers (NQTs). These staff are mentored directly by the Principal in weekly BT (Beginner Teacher) meetings, focusing on the sharing and development of strong practice and the development of action research.

Whole staff CPD takes place each Monday from 4-5pm, with sessions linked to the demands of the calendar and to need. We will continue to draw expertise from across our network, for example Dunraven School or LSBU. Staff training links very closely with both the UTC's Strategic Plan and with the quality assurance programme: for example a CPD session on differentiation will be planned following an observation cycle where it was clear that this was a common area for development.

	CONFIDENTIAL
Paper title:	Permanent Building Move
Board/Committee	South Bank Engineering UTC LGB planning and review
Date of meeting:	20 September 2017
Author:	Dan Cundy, Principal
Purpose:	To update the LGB on the move to the new UTC building
Recommendation	To discuss

The contract completion date for the permanent building was 18<sup>th</sup> September, with the addition of a 2 ½ week delay in respect of asbestos early in phase 1 of the building programme. We took the keys formally on 8<sup>th</sup> September, meaning the UTC was able to be operational in the permanent buildings from Monday 11<sup>th</sup> September. This earlier than anticipated handover was due in great extent to the hard work of the builders, Bowmer and Kirkland.

Although the building was ready to hand over, it did require a great deal of input in order to ensure the building was operational for 11<sup>th</sup> September. This required the trust and UTC to organise and accelerate ordering, delivery, installation and troubleshooting of

- Connectivity, both for data and voice
- Server and network functionality
- Phone system
- Classroom display technology
- Staff computing facilities
- Computer rooms including desktop computing
- Mobile computing
- All loose furniture including storage, display boards and bins
- Engineering equipment including decant from temporary buildings
- Kitchen and catering equipment and facilities
- Cleaning including inducting new contractor
- Digital signage
- Video wall

In many instances this was challenging given the operational constraints of a working school and the lack at this point of a site manager.

The Principal and Vice Principal received training on the Building Management System (BMS) and are working with Trinity Academy as leaseholder to harmonise management and operation of joint facilities, including entering into an SLA in relation to a site management position.

At this point, the building is fully operational with all systems working well in support of effective teaching and learning. There are many snags identified, most of which are minor cosmetic or finishing issues, most of which we have agreed will be

addressed at half term in October. Exceptions as at the date of writing are the lift which requires engineer attention and two external doors which are not operational. On the ICT side, there are rooms missing touch panel screens although all projectors are now functioning, so there are sufficient rooms with screens to teach from now. We are awaiting completion of both the video wall and digital signage, with hardware on order to broadcast centrally. We are awaiting delivery of laptop charging trolleys so that the 60 new laptops can be brought into student use. Water fountains are being fitted in the coming days. More engineering kit and furniture is to be delivered, including into the changing areas.

Given that the UTC currently occupies Phase 1 of the building only, some of the rooms will change use over time. For example, some engineering kit is housed on the second floor but will eventually form part of the heavy workshop on the ground floor in Phase 2. The addition of the Hall space will be useful, but currently the dining room is able to be used both as a dining space and also as an assembly space, with multi-functional furniture able to seat 200 students.

Finally, we have had to consider the effective management of the building which has a vertical footprint and is not fully occupied, thus creating potential challenges in managing student flow. The solution has been to

- Take Stair 3 out of use unless in a fire, with all vertical movement via Stair 2
- Take half of the first floor out of circulation for lessons, with half the corridor of use to students
- Reconfigure some spaces to give more supervision throughout the floors. For example pastoral staff on 3<sup>rd</sup> floor, Principal on 2<sup>nd</sup> floor, Vice Principal on ground floor.

Security issues are minimised by the building's design, including an entrance which meets Safer By Design criteria. This includes two layers of secure entry doors. There is one entrance and one play space in the courtyard. CCTV is operational and good quality, offering excellent exterior and some interior coverage, fed into our server room and recorded. Intruder alarms and sensors are fully functional.

Fire safety systems are in place. Fire call points, sensors and alarms are tested and operational. Hold-open doors automatically close linked to alarm status. Evacuation paths and signage are clear. Fire appliances are in place and appropriate to the context. Adjoining doors from Trinity are protected by maglocks and an alarm system to mitigate safeguarding risks.

Entry and exit for students is managed and is appropriate, with students conducting themselves well. 6<sup>th</sup> form students are permitted off site at lunchtime with few issues to date, although this arrangement is under review and may be withdrawn.

In-house catering is working well with our catering company JPL cooking good quality, fresh food. Kitting out the kitchen has required considerable expenditure but has resulted in a high quality output.

Science labs have taken delivery of new capital equipment and consumable resources in order to be able to deliver practical science with the support of the full

time science technical support officer. Engineering meanwhile has installed much of the existing and some new equipment, although there are some fixing issues yet to be fully resolved. 3D printers are operational with more awaiting order and delivery. Electronics equipment has been delivered to teach specialist BTEC unit and Smart Product Design course.

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	CONFIDENTIAL
Paper title:	Governing Body Membership
Board/Committee	South Bank Engineering UTC LGB planning and review
Date of meeting:	20 September 2017
Author:	Pervena Singh, Clerk
Purpose:	To update the LGB on its committee structure and membership of committees.
Recommendation	To note: Membership of Learning and Teaching and Finance and General Purposes Committee

## **Executive summary**

The LGB is asked to note the LGB and subcommittee membership for the academic year 2017/18.

### **LGB Membership**

Rao Bhamidmarri (Chair)  
Ed Arthur  
Ian Brixey  
Dan Cundy (Principal)  
Natalie Ferer  
Sarah Gordon  
Richard Parrish  
Tony Roberts  
Ruth Smith  
Joanne Shand/Suzanne Williams  
Joanne Young

### **Learning and Teaching Committee**

- Ian Brixey (Chair)
- Rao Bhamidmarri
- Dan Cundy (Principal)
- Richard Parrish
- Tony Roberts
- Joanne Young

### **Finance and General Purposes**

- Natalie Ferer (Chair)
- Rao Bhamidmarri
- Ian Brixey
- Dan Cundy (Principal)
- Ruth Smith
  
- Claire Viner (in attendance)

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