

Meeting of the South Bank Academies Board

11.00 am on Tuesday, 7 July 2020
in MS Teams

Agenda

<i>No.</i>	<i>Item</i>	<i>Pages</i>	<i>Presenter</i>
1.	Welcome and apologies		HT
2.	Declarations of interest <i>Directors are required to declare any interest in any item of business.</i>		HT
3.	Minutes of last meeting <ul style="list-style-type: none"> • 26 March 2020 • 24 April 2020 email decision • 8 June 2020 	3 - 12	HT
4.	Matters arising	13 - 18	HT
	Items to discuss		
5.	CEO's Report	19 - 24	FM
6.	Education update	25 - 60	DC
7.	Pay policy	61 - 76	JC
8.	Group strategy 2020-25	77 - 94	DP
9.	Management accounts to end May 2020	95 - 126	HA
10.	Draft budget, 2020/21	127 - 134	HA
	Items to note		
11.	MAT risk register	135 - 144	DC
12.	Reports from committees	145 - 146	CHAIRS

Date of next meeting
4.00 pm on Thursday, 1 October 2020

Members: Hitesh Tailor (Chair), Richard Flatman (Vice-Chair), Tony Giddings, Nicole Louis, Hilary McCallion, Chris Mallaband, Fiona Morey, Lesley Morrison and David Phoenix

In attendance: Helena Abrahams, Michael Broadway, Jacqui Collins, Dan Cundy and Dominique Phipp

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Minutes of the meeting of the South Bank Academies Board held at 4.00 pm on Thursday, 26 March 2020

Present

Hitesh Tailor (Chair)
Nicole Louis
Chris Mallaband
Fiona Morey
David Phoenix

Apologies

Richard Flatman
Tony Giddings
Hilary McCallion
Lesley Morrison

In attendance

Helena Abrahams
Michael Broadway
Dan Cundy
Jacqui Collins

1. Welcome and apologies

The above apologies were received. The Chair welcomed members to the meeting, which was being held remotely.

The Board noted that the meeting was quorate.

The Chair updated the Board on DfE guidance on MAT Board meetings during the coronavirus crisis. In line with this guidance, some non-urgent items had been deferred to a future meeting.

2. Declarations of interest

Dan Cundy, Helena Abrahams and Jacqui Collins declared an interest in the pay policy (minute 7).

3. Minutes of last meeting

The Board approved the minutes of the previous meeting.

4. Matters arising

The Board noted that due to the coronavirus crisis a number of matters arising had been deferred.

The Board noted an update on the January 2020 management accounts. The forecast was to deliver to budget. The January 2020 and the February 2020 management accounts with an executive summary would be circulated to the Board. The Board requested timely circulation of the management accounts to the Board.

5. **CEO's Report**

The Board noted a verbal report from the CEO, which updated on the establishment of a quality committee, increased joint working between the Academy and the UTC, and a review of the assessment planning schedule.

6. **Education update**

The Board discussed the education update in detail, including the impact of the coronavirus crisis on the schools.

As schools nationwide had been closed, teaching was now being delivered remotely and systems for giving pastoral support remotely, including for vulnerable students, were in place. The Academy is looking at how the Day 10 programme can be delivered remotely.

The Board discussed the preparations for the cancellation of national GCSE, A-level and BTEC assessments in summer 2020. The Board noted that teachers would be asked to make calculated grades for students which would then be subject to a moderation process to calculate final grades. Guidance was being issued to staff on predicting grades.

The Board noted that there had been high levels of engagement from staff moving to remote working and delivery. Agency staff would continue to be engaged and paid.

The Board discussed the continuing provisional of free school meals to eligible students. Due to challenges with students collecting food from the schools a supermarket voucher scheme was being looked into.

The Board requested an update on whether a post-Easter break would be implemented.

The Board discussed the quality of education, which was on an upward trend.

A governors' dashboard was being developed as part of the Principal's reporting to the School Advisory Boards.

The Board noted that there were challenges in the Humanities which were being addressed by the new Head of Department. In response to a challenge on the expected 0% pass rate in A-level Biology at the Academy, it was noted that intensive support is in place for those students.

The Board noted the developing educational links between the schools and LSBU and Lambeth College.

The Board noted that the Academy was assessed as 'Good' in all Ofsted categories following an external review visit. Following external reviews by the DfE and the Baker Dearing Trust, the UTC was making progress towards achieving a 'Good' at its next Ofsted inspection.

The Board noted an update on development opportunities. It was noted that the health specialism in the UTC was progressing well and that Guys and St Thomas's were very supportive.

The Board noted that recruitment to the UTC remained challenging and was likely to be adversely impacted by the coronavirus crisis. The Academy was expecting to recruit 120 students in year 7 against a PAN of 150. Fifty students were expected to progress from year 11 at the Academy to the sixth form.

The Board noted the update on safeguarding. The Board noted from the Chair of the Academy SAB that safeguarding procedures in the Academy are robust. The Chairs of the two SABs would work together to cross-moderate safeguarding across both schools.

7. SBA staff pay policy

The Board discussed the proposed pay policy in detail.

The current pay policy was not in line with the national teacher pay scales and had led to challenges recruiting and retaining staff.

The Board approved the revised policy subject to minor amendments and authorised the executive to implement the policy following a review of affordability and impact.

The Board approved a safeguarding period of 2 years for staff adversely affected by the new policy.

**Date of next meeting
4.00 pm, on Tuesday, 12 May 2020**

Confirmed as a true record

..... (Chair)

Written resolution of the **South Bank Academies Board**
passed on Friday, 24 April 2020

1. **Declarations of interest**

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

2. **Appointment of external auditors**

After due consideration, the Board supported the recommendation to appoint Buzzacott LLP as external auditors of SBA. The members of the company would be requested to approve the appointment,

Circulated to:

Hitesh Tailor
Richard Flatman
Tony Giddings
Nicole Louis
Hilary McCallion
Chris Mallaband
Fiona Morey
Lesley Morrison
David Phoenix

Signed on behalf of the South Bank Academies Board

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**Minutes of the meeting of the South Bank Academies Board
held at 5.15 pm on Monday, 8 June 2020
MS Teams**

Present

Hitesh Tailor (Chair)
Richard Flatman (Vice-Chair)
Nicole Louis
Hilary McCallion
Chris Mallaband
Fiona Morey
Lesley Morrison
David Phoenix

Apologies

Tony Giddings

In attendance

Helena Abrahams
Michael Broadway
Jacqui Collins
Dan Cundy
Austin Sheppard
John Taylor

1. Welcome and apologies

The above apology was noted.

2. Declarations of interest

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

3. Aim of the meeting

The aim of the meeting was for the Board to review the work done, including the risk assessments in preparation to re-open the two schools in June 2020. The Board would have in mind whether management had done all that is reasonably possible to minimise risks and keep students and staff safe.

4. Overview of re-opening proposal plan

The Board noted government guidance and its expectation that secondary schools should consider re-opening from 15 June 2020 for students in years 10 and 12. The proposal was for the Academy to open on 22 June 2020 and the UTC on 24 June 2020. Two days of training would be delivered to staff

before opening. Government guidance would be followed closely at all stages.

5. **Review of risk assessment and control measures**

The Board discussed the risk assessments and control measure in detail.

The Board noted that 35 students in the UTC and 58 in the Academy were due back, in addition to the children of key workers who continued to attend. The Board noted measures to reduce the risk to students included social distancing where possible, requiring students to wash hands after every class and expecting students to wear clean clothes every day. Expectations on school uniform was being relaxed to allow this. Guidance and FAQs would be issued to students and parents ahead of the re-opening.

The Board discussed the risk assessments for staff and noted that BAME guidance and guidance on shielders had been factored into the assessments. Only staff in the lowest risk category would deliver face-to-face teaching. The Board noted that there are enough staff available to be on site. Staff had been consulted over the proposals.

The Board noted staff concerns around the use of public transport to get to school and the use of personal protective equipment (PPE). Guidance on the use of PPE was being continually reviewed. The Board emphasised the importance of communicating expectations to staff, students and parents.

The Board noted that the use of the Employee Assistance Programme (EAP) was being encouraged.

The Board noted that the expected in-year financial impact of the coronavirus pandemic was expected to be low. The Board requested the latest management accounts to be circulated to trustees.

The Board noted that plans were being developed for a wider re-opening from September 2020 and for future delivery of the curriculum. The provision of equipment for students to access the curriculum remotely is being reviewed.

The Board requested the CEO to review how often it would be appropriate to give the Board updates on the re-opening of the schools.

After due consideration, the Board unanimously supported the re-opening of the two schools as proposed by management. The Board thanked management for the thorough and excellent risk assessments.

6. **Governance process**

The Board noted guidance from the DfE for Boards on re-opening schools and general advice from VVV.

7. **Sir Simon Milton Westminster UTC proposal**

The Board noted that management are exploring the possibility for the Sir Simon Milton Westminster (SSMW) UTC to join SBA.

SSMW is an engineering specialist UTC in Victoria and its mission and vision aligns with SBA's. The Board noted that it has educational and financial challenges. Management has been looking for opportunities to expand the MAT and this provided a good opportunity.

The Board noted that there is support for the proposal from the Baker Dearing Trust and that discussions are ongoing with the Regional Schools Commissioners (RSC). The RSC would be required to approve this expansion of SBA.

The Board supported management continuing to explore the possibility and to undertake due diligence.

**Date of next meeting
11 am, on Tuesday, 7 July 2020**

Confirmed as a true record

..... (Chair)

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SOUTH BANK ACADEMIES BOARD - THURSDAY, 5 DECEMBER 2019
ACTION SHEET

Agenda No	Agenda/Decision Item	Action	Date Due	Officer	Action Status
6.	Education update	The Board requested the Executive Principal to bring a paper on "commissioned places model"	26 March 2020	Dan Cundy	Deferred
7.	5-year staff investment plan	The Board requested the CEO to provide the SBA 3-year staff investment plan and budget impact on 26 March 2020.	26 March 2020	Fiona Morey	Deferred

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SOUTH BANK ACADEMIES BOARD - THURSDAY, 26 MARCH 2020
ACTION SHEET

Agenda No	Agenda/Decision Item	Action	Date Due	Officer	Action Status
4.	Matters arising	Timely circulation of the management accounts to the Board in line with the Financial Handbook		Helena Abrahams	On agenda

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SOUTH BANK ACADEMIES BOARD - MONDAY, 8 JUNE 2020
ACTION SHEET

Agenda No	Agenda/Decision Item	Action	Date Due	Officer	Action Status
5.	Review of risk assessment and control measures	Circulate latest management accounts to the Board Review timelines for updating Board on the re-opening		Helena Abrahams Fiona Morey	On agenda Update at meeting

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Agenda Item 5

	INTERNAL
Paper title:	SBA Chief Executive Officer Report
Board/Committee:	SBA Board
Date of meeting:	07 July 2020
Author(s):	Fiona Morey SBA CEO
Sponsor(s):	Hitesh Tailor SBA Chair
Purpose:	For Information
Recommendation:	To note the report

Executive Summary

This report provides an update to the SBA Board on the Trust's newly established Quality Committee.

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SBA CEO Report

Leadership and management

The SBA team have been focussed on developing the role of the team in leading the work of the Trust. The SBA senior team – CEO, Executive Principal, Business Manager, HR Manager and the two heads meet on a monthly basis to review the business of the Trust. This is supporting the development of a stronger Trust identity, as opposed to three separate organisations. The SBA Trust meetings enable transparency and collective decision making across all areas for the Trust’s work – finance, HR, education, recruitment etc. There are clear reporting and accountability lines.

Governance

The decision was taken to establish a Quality Committee to support stronger interrogation and understanding of the quality of education. The committee is chaired by the CEO and attended by the UTC and UAE SAB Chairs, the Executive Principal, the two headteachers and an independent member who is an experienced secondary school advisor. The independent member has detailed knowledge and understanding of schools in the borough and provides feedback on the Trust’s progress in the local context. The terms of reference of the meeting are attached.

The committee monitor the following key performance indicators:

1. Qualification achievement rates against SBA targets,
2. Performance against education attainment targets
3. Progress 8 UAE
4. Progress from starting point UTC
5. Quality of the teaching and learning experience
6. English and maths and science provision
7. Study programmes, (KS 5)
8. Learner voice including
9. Equality and Diversity (impact measures),
10. Progress of groups of learners (SEN, PP, LAC, more able)
11. Attendance.
12. Student progression and destination

The group meet every six weeks and focus on all aspects of the quality of education and including detailed analysis of student progress and predicted achievement. The SAB chairs, both highly experienced ex Headteachers, have shaped the ToR and the agenda and bring a high level of expertise on all areas linked to the quality of education.

The meetings have supported greater accountability of the Trust leadership and has provide dedicated time to focus on the quality of education. Both SAB Chairs sit on the SBA Trust board and are able to feedback to the board on progress being made and alongwith feedback to their respective SABs. The focus to date has bene on monitoring in-year data on student progress and predicted achievement. Work is underway in reviewing the 20/21 school improvement and assessment plans.

Further discussion is underway on the focus of the SAB boards including focus on parental voice, student health and well-being and employer engagement.

The key developments of the Trust are covered in the Executive Principal, Business and HR Managers' reports.

Quality and Improvement Committee – Terms of Reference

1 Membership

Chair UAE SAB
Chair UTC SAB
CEO
Executive Principal
Headteacher UAE
Headteacher UTC
Independent school advisor

Other staff may be invited to attend as required

2 General Terms

- 2.1 The Quality and Improvement Committee will review the quality of education provided by the MAT by:
1. Reviewing targets
 2. Overseeing the improvement of achievement rates
 3. Working with the Senior Leadership team to improve high performance and challenge underperformance
 4. Monitoring in-year progress from starting points
 5. Monitoring progress of the school improvement plan
- 2.2 In exercising its responsibilities the Quality and Improvement Committee may delegate authority and responsibility to the officers of the Academy.
- 2.3 The Committee's decisions shall be directed towards improving the quality of the education provided by the College in order to comply with Ofsted requirements.
- 3 The Committee will monitor key performance indicators including:
1. Qualification achievement rates against SBA targets,
 2. Performance against education attainment targets
 3. Progress 8 UAE
 4. Progress from starting point UTC
 5. Quality of the teaching and learning experience
 6. English and maths and science provision

7. Study programmes, (KS 5)
8. Learner voice including
9. Equality and Diversity (impact measures),
10. Progress of groups of learners (SEN, PP, LAC, more able)
11. Attendance.
12. Student progression and destination

Consider and advise the Board on all aspects of the MAT Quality and Improvement.



South Bank
Engineering UTC



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Education Update

Dan Cundy, Executive Principal

June 2020

Coronavirus update

The situation is still changing rapidly. Remote education has been taking place successfully since school 'closures', with additional support for example to enable disadvantaged students to access devices, put in place. Pastoral contact has been made to support student wellbeing, to combat isolation and to identify potential safeguarding and welfare issues. UAE has made excellent strides to publish lessons and other content online for wider community use. Staff wellbeing has been prioritised, with both schools running activities to build team spirit. We are using an online platform to supply supermarket e-vouchers to disadvantaged and vulnerable families. We have secured a delayed allocation of additional devices to support learners funded by DfE and have secured in-year savings against budget by reviewing cleaning and catering contracts.

In preparation for reopening in line with government guidance, we have

- Produced and conducted thorough risk assessments, achieving sign-off from the board
- Introduced signage and systems including room configuration to support social distancing (2 metres)
- Revised entry, circulation, timetabling, sanitation and catering systems to minimise risk
- Surveyed views from parents, students and staff
- Conducted individualised risk assessments for all staff in line with BAMEed guidance to support staffing decisions
- Configured and communicated reopening plans

From w/b 22nd June, both schools have reopened to students.

UAE

UAE South Bank opened to students on Monday 22nd June. UAE split Year 10 into three groups. The first group, which contains the students that have been the least engaged with the online learning, have been invited in for 5 two hour sessions a week. The other two groups have each been invited in for 3 two hour sessions a week. We will continue with this timetable up to the summer holiday. So far the attendance has been around 60%. The student services team is contacting parents in an attempt to increase the attendance over the next few weeks.

Year 12 students have also been invited to come into school and have been sent a timetable of lessons. These will start on Tuesday 30th June. They will be offered 4 hours of face to face teaching for every A level that they do before the end of term. The BTEC students will have been offered a total of 6 hours of face to face lessons before the end of term. Staffing is configured on a rota in line with timetable demands, availability and risk assessment.

UTC

South Bank UTC reopened successfully to a small group of Year 10 students on Wednesday 24th June. Students were placed into two separate bubbles and began with the first day focussed on wellbeing with all students accessing 1-2-1 sessions with a team of counsellors and pastoral support professionals. This has been followed by 2 days of academic sessions in Mathematics and English. Students have reported that they are enjoying school and have reported an average wellbeing score of 4.2 (out of 5). There have been no major breaches of behaviour policy that have risked breaches of the risk assessment. Remote learning continues to be in place for students not coming in for onsite provision. We look forward to welcoming year 12 students on site from Monday 29th June. Approximately 55% of students invited are expected in for learning with total numbers on any given day not exceeding 40.

Staff prepared for the reopening of the site with a staff inset day on Monday 22nd June. Risk assessment and start up arrangements were covered carefully and thoroughly with ample opportunities for questions and clarifications. Professional counsellors were available with 5 staff taking up the opportunity of a 1-2-1. No-one was subsequently referred for further professional help. 4 staff that were risked assessed as being high risk and one medium risk staff member accessed the INSET remotely via Microsoft Teams. A small number of staff are now working full time in the building, the SLT, site manager, receptionist, Principals PA, Science TA (First Aider) and Sendco assistant (SENDCO from September). Other staff members are working on a rota, with a maximum of 6 days onsite alongside a full remote learning programme.

Summer programme

The government has recently announced funding to cover the cost of free school meals over the summer, in response to a pressure campaign. This is only available via the problematic Edenred platform, so we will be managing this with families.

The government has also announced additional catchup funding, although full details are not yet available, and it is to be awarded in the 2020-21 financial year. It is not yet clear how much each school will be allocated or how the funding is ringfenced. We are digesting information and guidance as it is released in order to organise summer catchup programmes. We anticipate that the new Year 7 summer school will run as planned.

September onwards

We are awaiting firm guidance on the new academic year. It is anticipated that the government will expect schools to open with all groups of students in September, but the structure and format of this is yet to be confirmed: for example it may be that class sizes of 30 will be permitted but only within 'bubble' groups. This has timetabling and staffing implications which are being planned for under various scenarios. Staff risk assessments are being updated and reviewed in light of evolving guidance, but may present challenges in operating the planned timetable in September, particularly in the event of infection spikes. Leaders are planning to make agile decisions based on evidence. Some remote learning provision will continue.

Quality of Education.

Conventional curriculum delivery has been suspended, as has 'normal' quality assurance. No external review or monitoring meetings have taken place. Leaders in both schools have been closely monitoring and developing the quality of education through various means since lockdown.

- Staff, pupil and parental surveys
- Monitoring of engagement data
- Sampling quality of work
- Review of curriculum materials – lesson resources, videos
- Review of interactions with students through Classroom/Teams
- Direct contact with staff, students and parents

- Dropping in on live lessons

UAE

Pedagogy

At UAE we were in the fortunate position of having and already using Google Classroom. We were on an evenly paced trajectory to become a Google school, but the lockdown meant that teachers had to be rapidly upskilled in creating and posting engaging online lessons. Nick Moore, our Google expert supported staff with an array of video tutorials and teachers learnt how to make screen captures to give more detailed instructions and explanations to students. Staff have been encouraged to replicate key pedagogy, such as retrieval practice activities, chunking and dual coding used in lessons in school in their online lessons. The CPD day session on the EEF remote learning report served as a timely reminder for staff.

After feedback from staff and families, we realised our initial desire to run the normal school day online was unrealistic, both staff and families were finding it hard to keep up with the volume of work whilst coping with lockdown in their homes. The timetable was modified to give all students three lessons per day that were posted at 9.00 am. This allowed staff and families to better structure their days. HoDs worked with their teams to decide the content to teach, we were conscious that some students, despite our best efforts, were completing very little work and we needed to balance the need to teach new content with the need to not further increase the attainment gap in disadvantaged students.

In recent weeks, with DfE guidance our teaching has changed once again. Teachers have undergone further training to ensure they can all conduct live lessons using the Google Meets platform. Years 7 to 9 now have timetabled live lessons at the same time each day. The year 10 cohort have been divided into three based on their engagement in online learning and each cohort has timetabled face to face lessons in school. Prior to reopening, training days were scheduled for staff which included discussions on how the lessons could be used to; gain an understanding of where students were in their learning, to re-engage and reconnect with them and allow them opportunities for dialogic learning. Staff will also use these lessons formatively to support comprehensive curriculum planning for September. Staff and students have really enjoyed being back together in school, despite the new social distancing rules and procedures.

UTC

Pedagogy

The UTC has already invested a great deal of time and effort in embedding Microsoft Teams into its usual practice. All homework, assignments and most communications were conducted within Teams prior to COVID-19. We therefore did not have to rapidly upskill our teams or create any additional resources or monitoring systems. However, prior to 'lockdown' we did deliver a refresher course in creating recorded live lessons via Microsoft PowerPoint and we also double checked all staff had appropriate resources to teach from home. Staff have been encouraged to replicate key pedagogy, such as retrieval practice activities in their lessons in school in their virtual lessons.

We approached remote learning in a liberal and caring way; which did not have structure but focussed on resourcing and accessibility, an approach more suited to the majority Post-16 learners. We knew that having a structured 'normal' day would not work for most of our families and therefore we focussed on improved communication, more content and full accessibility. At the start of lockdown all students had full access to more resources than they required and staff could fully engage with their groups via Teams. Some staff led video lessons via Teams, some teachers video Tutored 1-2-1 via Teams and some teachers simply provided the weekly resources on the 'Assignment' section of Teams. We know this because the SLT conducted 'Virtual Learning Walk' for a day to contact staff, share information and observe learning remotely in a variety of subjects.

We were so pleased that we did not have to do any further tutorials or CPD for our staff on the use of remote learning. Line managers did call their colleagues weekly using Teams to talk about barriers and pedagogy. We did however, remind staff on how to keep safe and we significantly improved our Student Safeguarding team – this was

over and above DfE Safeguarding guidance. From 1st June we created learning for Year 11s for each of their future courses with teachers producing pre-A-Level or pre-Level 3 learning to get them ready for September.

When we felt schools would return we decided to structure and clarify pedagogy for our Year 10s and 12s to prepare them for their return. All teachers had to record a 'Live Lesson' and message each student daily from their teaching groups. We also added some structure to the day as we wanted to improve sleeping patterns for some students.

On Monday prior to reopening the staff have a full INSET day dedicated to Health & Safety and pedagogy. We had two counsellors in to speak to individual staff members about their experiences over lockdown and to signpost them to any further support. 10 members of staff had 1-2-1 meetings with counsellors and they all really appreciated the opportunity. During this INSET staff were given a clear explanation of the health & safety changes, risk assessment and modified timetable for the coming weeks. The returning Year 10s and 12s have been given specific subject days (with Year 10s coming in every day and Year 12s twice a week). We invited every student back to school and didn't worry about their previous level of engagement remotely, behaviour or learning need. We have made significant efforts to encourage and remove barriers to our more vulnerable students to attend.

Attainment and progress

Nationally, schools have been asked to submit centre-assessed grades for GCSEs in lieu of a conventional examination cycle. In each subject, grades have been submitted within a rank order list of students based on assessment information to indicate the grade they would be most likely to achieve if there was a summer examination series as normal. This data is subject to national moderation and standardisation by subject, based on a number of measures including students' prior performance in the previous key stage and the prior performance of schools. In this system, history grades for a school may be moderated up while those in English may be moderated down. The exact methodology and weighting has not been published however. We do know that centre-assessed grades (CAG) indicate a national increase in performance over 2019 data – so many schools are likely to have assessed generously. At both SBA schools, the process to arrive at CAG has been thorough and robust, with grades and ranking arrived at through a thorough data collection evidence weighted towards firm assessment evidence which has itself been standardised and moderated. Department heads have scrutinised CAG data and moderated, while senior leaders have evaluated data at student level, identifying and moderating between subjects. Full training has been given to staff to ensure the process is robust as far as possible.

It is important to reinforce that no 2020 data will be published at national level: there will be no league tables, so future Ofsted inspections will consider 2019 performance while arriving at key lines of enquiry.

Based on CAG data, both SBA schools are, as expected, indicating a continued improvement trend over previous years.

UAE

Key Stage 4



The proportion of students achieving both English and maths at a standard pass (grade 4) is 62% with those at a strong pass (grade 5+) is 38%. Both English and maths grades have improved in relation to 2019.

Attainment 8 at 47.89 is above the 2019 national average and a significantly improved picture.

Progress 8 at 0.0 represents significant progress to 2019 data and is now in line with national.

Baccalaureate Subjects					
	Eng	Ma	Sci	Hums	Lang
Entries	131	132	130	92	101
	99%	100%	98%	70%	77%
Standard	112	86	101	60	63
	85%	65%	77%	45%	48%
Strong	72	67	82	44	31
	55%	51%	62%	33%	23%

Key Stage 5

A level and BTEC outcomes have continued to improve. Full analysis including value add will be published in a future report. Note that this cohort is the final one drawn fully from external applicants: in 2021 we will see 'home grown' students.

Subject	A*-E %	A*-C %
Biology	100	67
Chemistry	100	50
Physics	100	80
Maths	100	71
Business	100	100
Economics	100	100
Engineering BTEC Ext Dip (3 A level equivalent)	100 PPP+	100 MMM+

UTC

Key Stage 4

	2019 final outcomes	Target For 2020	Centre assessed grades 2020	Change since 2019	Principal's commentary
Key Stage 4					
Attainment 8	34.1	41	39.2	5.1 up	A significant leap in attainment 8, close to highly ambitious target.
English and Maths 5+	24%	35%	22.9	1.1% down	28.6% in English (Down on last year, though lower ability cohort) at 5+ 40% in Maths up from 31%.
English and Maths 4+	44%	70%	74.3	30.3% up	Huge improvement, due to Maths 80% (up from 47%) and English 85.7% (up from 66%)
Progress Score (From starting point)	-0.17	+0.1	0.51	0.68 up	Students made more than half a grade better progress at UTC from starting point than similar students nationally.

The 2020 cohort is weaker than last year's based on Key Stage 2 data, notwithstanding the 2019 'Durand Effect'. The proportion of students reaching the threshold grade 4+ in English and maths has increased rapidly and eclipsed target, supporting students' destinations. Progress from starting points (the baseline GL Assessment suite taken at the start of Year 10) is particularly positive at half a grade above national for similar students.

Key Stage 5

	UTC 2019	National 2019	Target 2020	CAG 2020	Improvement from 2019
A-Level					
Average Points	19.2	32.9		30.5	11.3 up
Average Grade	D	C+		C	1 grade up
Value Added	-0.36	-0.02	0	0.55	0.91 up
Other Academic					
Average Points	11.6	33		30.2	18.6 up
Average Grade	E	C+		C	1 grade up
Value Added	-0.81	-0.02		0.58	1.39 up

Although these are again centre-assessed grades and subject to a national standardisation and moderation exercise, these represent another step in the UTC's improvement journey, with significant increases in average grades and value add.

LSBU Group link update

- Both Principals and the Executive Principal have attended a range of inputs to support the construction of the 2020-25 Group Strategy including presenting to key staff and governors.

- SBA are supporting an EU STEM bid which, if successful, will increase provision and generate revenue across the group.
- The Executive Principal is a member of a working group to develop metrics in support of a key strand of the 2020-25 strategy, social mobility.
- The Executive Principal is a member of the LSBU Group Fundraising Committee, exploring how to generate funds through corporate giving, alumni and other means to support students across the group; there is a particular focus on supporting hardship and device access schemes currently.
- SBA have participated in group-wide audits on network security and on data security, with a further audit on risk management upcoming.
- Safia Barikzai continues to support in a number of areas including virtual Day 10 activities and the ongoing (now virtual) coder dojos.
- Mike Simmons has supported with enquiries in relation to the School House to potentially offer increased accommodation at UAE.
- SBA have been working with the OD team to support data collection through staff surveys.
- LSBU Estates are supporting with lease negotiations for the UTC with the landlord, Trinity Academy and the ESFA.

CPD

UAE

Since the lockdown in March, UAE staff have welcomed the opportunity to participate in the numerous webinars and free CPD courses online. We have created a Remote CPD folder in google drive, which contains links to podcasts, articles and many other resources. There is also a google form that staff use to capture the training they have accessed during this time. In addition, in light of the cancelled Festival of Education, Annette Moses was able to organise a virtual CPD/Staff day on June 5 with Tracey Campbell from Together Transforming Behaviour to give a bespoke keynote speech to support further thought and discussion on developing our shared culture at UAE. All staff attended this session. The rest of the day consisted of a choice of live zoom webinars such as effective remote learning and recovery curriculum and optional recorded sessions, compulsory sessions that were essential for all to fully engage with the next stage of reopening and I was also able to include some wellbeing sessions. The day ended with a whole staff zoom plenary session. Feedback on the day was very positive – staff have embraced online CPD.

UTC

Since the lockdown in March, UTC staff have welcomed the opportunity to decide on a variety of free CPD courses online. We added 'Weekly Opportunities' to the 'CPD' Microsoft Teams Channel and asked staff to feedback experiences with their line manager. As well as self-directed CPD we also invited staff to attend Virtual Training sessions, this included Skills Builder and Hayes Well Being. Staff recently feedback to us stating they appreciated the flexible approach, and that this pandemic was not an opportunity to 'get things done'. We did however feel this was a time for reflection and took advantage of this - we created a 'Learning from COVID' Teams Channel, which was led by a middle leader. We also encourages staff to create videos to share on what they have learnt or reflected to share good practice amongst the team.

Central team

The move to an agile, cloud-based IT platform was timely as it now allows for flexible remote working for the central team. Although the central Technopark office has been reconfigured and refurbished, its size and layout does not support any form of social distancing: active consideration is being given to the working patterns of the central team in September but is likely to comprise a blend of working in the central office, in schools and at home.

The finance function continues to evolve and mature. Budgeting for 2020-21 is almost complete following a revised timeframe from DfE, factoring in student number forecasts, income and expenditure projections and the impact of

the new teachers' pay policy. Improved staff training and implementation of an e-procurement system is streamlining ordering and payments at school level and supporting with audit as well as giving budget holders improved visibility. Management accounts are now more accurate and timely providing useful information for leaders.

The central team is supporting capital claims for the UTC, ensuring the remaining capital budgets are spent effectively and in line with guidance. The team has supported the procurement of devices to support student remote learning during enforced closure, and has managed the process in relation to free school meals e-vouchers as well as government-issued devices. A new cycle to work scheme and revised staff benefits package is being rolled out to staff. A review of SLAs and contracts is being undertaken to secure better value and efficiency in future.

As well as creating and reviewing staff risk assessments during Covid-19, the central HR team has added capacity by training the Principals' Pas at both schools to perform a range of local HR functions including onboarding and SCR updates. The production and consultation, benchmarking, production, refinement and communication of the new teachers' pay policy has been a major strand of work for the HR Manager.

The new governance dashboard has been finalised and agreed with both Principals. This brings a consistent formatting to the Principals' reports, both between schools and between meetings, and will give greater consistency of approach with a more evaluative commentary from school leaders. Quality Committee meetings have been working successfully to offer depth of scrutiny to the quality of education, including assessment models. An agreed development plan format will again bring consistency to planning for improvement, with the Executive Principal working with both Principals to ensure a robust and timely process.

Development update.

- Health specialism at the UTC. Launching in September with a viable cohort in Key Stage 5. Facilities configured and staff recruited. Curriculum planned with input from GSTT.
- Apprenticeship offer. SBA now on the Register of Apprenticeship Providers. Apprenticeships tentatively offered for 2021 first delivery under review noting Covid-19 recruitment freezes. LSBU are offering logistical and practical support.
- Commissioned Places Model / Curriculum Partnership. Pilot project being developed with Archbishop Tenison's School in Croydon for 2021 launch in engineering and health. Remote and blended learning model to support.
- LSBU supporting with refined list of single academy trusts to be approached in relation to expanding SBA through organic growth. To be followed up.
- Southwark meeting held with Mike Simmons to explore scope of skills-related free school bid. Awaiting briefing document from Southwark.
- T level expression of interest rejected on the basis of student numbers in the qualifying period (2018-19). Future application will not face same hurdles as student numbers in 2019 sufficiently high in engineering.
- Engineering PGCE joint with LSBU in internal approval process.
- Development of STEM extended curriculum offer with LSBU via EU bid
- Development of Year 14 offer for September 2020 start – to retain internal Year 13 students following university and apprenticeship deferrals
- Development of potential HNC offer being supported by Baker Dearing Trust

Sir Simon Milton Westminster University Technical College

Following a positive meeting with the SSMW UTC trust board, there was unanimous approval for an approach to be made to the Regional Schools Commissioner for the UTC to join the SBA Trust. A meeting with the RSC has resulted in a request for a business case to be constructed for approval at short notice. The Executive Principal is currently leading the due diligence process leading towards the business case. Additional resource is being drafted to support this through Baker Dearing Trust. The board and SSMW Principal are positively engaged.

Marketing update.

South Bank UTC

Owned Channels

- Updated website content promoting online learning and updated information on the Covid-19 pandemic
- Increased social media activity to benefit from students' increased use of online platforms, using good news stories and USPs

Promotion

- Introduction of first PPC (Google Adwords) campaign, working with an advertising agency, reflecting the increase in online activity amongst target students. In April we served 7,712 ad impressions and in May we served 6,362 ad impressions with conversion rate of 34% and 41% respectively.
- Launch of two incentives for new students – refer a Friend and academic grants – which have been promoted on social media and to all applicants via post and email.
- Summer campaign – Launching 1st July 'Heroes of the Future' - With the current pandemic engulfing the world, Health and Engineering and combinations of the two are making a huge difference to people's lives. Healthcare heroes are at the frontline of the Corona crisis, saving lives and caring for the most vulnerable and sick. As current Healthcare workers and Engineers help to keep the world running, South Bank UTC is helping to create #HeroesOfTheFuture.

Activity across owned channels, paid for Instagram, YouTube, Google AdWords and our first ever Snapchat ads clicking through to a dedicated landing page. Targeted to students and parents who may not have chosen a destination for September.

- Career advisors newsletter sent monthly with news, information about the UTC. Online assembly video has been shared to make up for not being able to go into schools.

Conversion

- Year 11 conversion – email communications to promote staying at the UTC into Year 12, with a focus on the current climate and benefits of staying with the school
- 'Virtual' Taster Events for Year 10 and Year 12 applicants, using Zoom and working with the Baker Dearing Trust. Included presentations from the SLT, Jo Young and Alice Stonehouse from LSBU. Half of applicants who have 'accepted' attended, with a recording of each event sent out to all applicants.
- Conversion calendar, with regular emails to all applicants and parents with stories and important information about the UTC, including USPs.
- 'Year 14' offer promoted internally, and externally through social media and careers advisors across schools in London.

South Bank UTC Application Numbers (As of 26/06/20):

Year 10: 38 Applications

Year 12: 213 Applications

UAE South Bank

- Successful launch of new 'Online School' website, with a stronger focus on current students finding important information, activities, and resources to help them during the Covid-19 crisis
Easy to access pages including 'Activities for lockdown,' 'Learning Resources' and 'Parent Support.' We have seen a massive increase in website traffic
- Dedicated 'Year 6' transition page with resources and information about starting in September
- UAE YouTube page: regular uploads from teaching staff to keep students active and learning. Fully branded and available to a wider audience than the school
- Updated Sixth Form page, with new images and more information about what makes the Sixth Form great. New video, and layout of pages
- Content calendar across the lockdown, keeping all social media channels active with good news stories and important information

- Sixth Form promotion: Regular social media posts promoting the sixth form and some paid promotions on Instagram / Facebook
- Sixth Form virtual induction day: 7th July. Promoted across the website and social media.

UAE Sixth Form Application Numbers

Total Number of Applicants	102
Internal Applicants	87
External Applicants	15

SBA Trust

- New brand identity and logo, produced in collaborating with the LSBU Brand Team and designed by Clare Larsen-Burnett, Senior Graphic Designer at LSBU – see appendix
- Initial designs for a new Trust website, and new written content produced
- LSBU communications continuously shared across both schools and on websites and social media
- On going discussions with the LSBU Outreach team on the LSBU Group offer, incentives and events.

Safeguarding update

UTC

Summary: Support, communicate and care for all our families during this difficult time.

No. of cases at level 1 & 2: Child in need of early help/universal	35 (one LAC)
Change since previous report	+30
Commentary: <ul style="list-style-type: none"> • Due to COVID-19 we have identified a large number of vulnerable families. Their vulnerability has also worsened – due to the crisis. • Universal and Early Help students are combined into one group and monitored. These students do not have a designated Social worker but have other external agencies working with them • Don't use universal category at the UTC (Level 2 and 1 are now combined) 	

No. of cases at level 3: Child in need of targeted or specialist support	1
Change since previous report	-10
Commentary <ul style="list-style-type: none"> • A large number moved to Level 2 • Most incidents have occurred with Year 10 • This one CIN student is also LAC now (UTC now has 2 LAC students) 	

Number of cases at level 4: Child at risk of significant harm/CP plan	0
Change since previous report	-2
One student left (current Y11) and one moved down to Safeguarding Level 3	

Work with external agencies: Counsellors, Food Banks, Police, School Nurse, EP, housing and community agencies

- Planning a TAS(Team Around the School) in April with UAE South Bank which includes Police officers, School Nurse and A Social Worker to review cases and give further advice and guidance in dealing with troubled families – Postponed until November (TBC)
- Updated Safeguarding policy released in April in line with COVID-19 guidance

- 36 students were identified for our 'Corona Concerns list' (each student assigned a Key Worker and was called weekly or daily dependent on their need/concern level)
- Safeguarding Team now extended to 7 members (SENDSCO, Attendance Officer, Careers Lead, Sixth Administrator now included) – all have completed online training Level 2 or 3.

Education and Health Care Plans. Update since last report: New SENDSCO appointed for September. 5 Annual reviews completed virtually. SALT & EP appointments continued virtually with key individuals. We have 5 EHCPs (with one Y11 likely to not return – therefore expected 4 from September as none confirmed from Y10 as yet. With two applied into Year 12, with one recently withdrawn.

Staffing update

Teachers' Pay Policy

Following an initial consultation period with staff, Principals and chairs of Local Advisory Boards, agreement from the Trust Board on aligning the parameters of the policy to National Joint Council terms, and a final feedback and consultation window with staff which included one to one meetings with staff who either requested it or who were materially affected by the changes, we are now in a position to present a final picture to the Board. Jacqui Collins, Trust HRM, has provided a more detailed picture in her paper and the Board will now need to consider if they are happy to pass and ratify the new policy in line with the benchmarking and assimilation exercises.

COVID-19

Following agreement from the Board for the reopening of both schools, risk assessments were put in place for all staff and those ragged 'low risk' were invited to return to work on a rota basis and in bubbles. Those staff ragged medium and high risk continue to work at home until the end of term. For all groups of staff where circumstances may change, there is an effective mechanism in place for reporting through the school and then onto the HRM so that risk assessments may be updated accordingly. As government advice moves along, risk assessments will be updated and brought in line with the most recent guidance to mitigate any risk. Trust staff continue to work from home with further discussion around accommodation and rotas required to ensure social distancing is in place for this group of staff.

Recruitment picture

After a busy round of recruitment for the Summer and Autumn terms, we are pleased to welcome the following new starters.

UAE

Surname	Forename	Post	Start date	End date	Notes
Yeates	Julia	Teacher of Humanities	13/07/2020	Perm	New role - department growth
Lawrence	Ruby	Teacher of Mathematics	06/07/2020	Perm	Replacement post
Dumitru	Andreea	Teacher of Mathematics	06/07/2020	Perm	Replacement post
Ahmed	Hassan	Teacher of Physics	13/07/2020	Perm	Replacement post
Austin	Bert	Teacher of Chemistry	13/07/2020	Perm	Replacement post
Perez	Laura	Teacher of Business	10/06/2020	Perm	New role – department growth
Foli-Lassey	Barbara	Teacher of Humanities	01/09/2020	Perm	Replacement post
Rossi-Valverde	Cristina	Teacher of Spanish	01/07/2020	Perm	Replacement post
Ardila	Jennifer	Teacher of Spanish	01/09/2020	12/06/2021	Mat leave cover
Kajue-Adolphi	Christian	Teacher of Humanities	12/10/2020	31/10/2021	Mat leave cover

Bloomfield	Phil	EAL HLTA	13/07/2020	Perm	New role - department growth
Edwards	Jake	EAL LA	13/07/2020	Perm	New role - department growth
Apraku	Andrew	Head of House	01/06/2020	Perm	Replacement post
McPherson	Rhianne	Learning Assistant	08/06/2020	Perm	Replacement post
Ben Mansour	Fadhel	Learning Assistant	08/06/2020	Perm	Replacement post
Amonoo	Jamilla	Attendance and EWO	08/06/2020	Perm	Replacement post

We are currently shortlisting the following posts: LRC Coordinator; Sixth Form Support Officer; temporary teacher of Spanish.

We are about to go out to advert on: unqualified teachers of music and art; PE Coach; Head of Year.

We have the following TLR roles on offer for September: Head of Dance; Head of Drama; Head of PSHE; Head of Outdoor Education; Head of DT.

We will be recruiting in the longer term for an Assistant Vice Principal (start date TBC) and Head of MFL for January start, following a late resignation from the current Head of MFL.

UTC

Surname	Forename	Post	Start date	End date	Notes
Gungah	Pritam	Director of Engineering	01/09/2020	Perm	New role - department growth
Andrews	Gwen	Director of Sixth Form/Lead PD	01/09/2020	Perm	Replacement post
Fiberesima	Lazarus	Head of KS4/Eng Teacher	01/09/2020	Perm	Replacement post
Wilkinson	Jenna	Lead Teacher of Mathematics	01/09/2020	Perm	Replacement post
Parsons	Laura	SEND/SEND admin	24/08/2020	Perm	Replacement post
Massie	Eleanor	Teacher of English	01/09/2020	Perm	Replacement post
Enamayo	Augustine	Physics	01/09/2020	31/12/2020	Replacement post
St Hillaire	Sheona	Lead Teacher of Health	01/09/2020	Perm	New role - department growth due to new specialism
Boakye-Boadu	Kwaku	Business Teacher	01/09/2020	Perm	New role - department growth
Cohen	Mikael	Careers Leader	01/09/2020	Perm	New role - department growth

We will be recruiting for a permanent Physics teacher for January start, following the late withdrawal of a candidate (hence temporary post above).

Appendix

South Bank Academies Trust Branding

SBA Trust

Mission

To provide a world class, professionally focused, applied education with a broad curriculum and co-curricular programmes that ensure our students are ready for high education, apprenticeships, or employment.

Values

Excellence, Professionalism, Integrity, Inclusivity, Creativity

What we do

We provide exciting, career focused and creative education for young people in South London. We work with local communities and industry sponsors to provide a unique experience for our staff and students.

We are proud to be different to most schools, focusing on more than just academic education so that students have real world experience and all-important skills needed for work, apprenticeships, or further education.

At the heart of what we do is a belief in inclusivity and social mobility, which is echoed across the educational group we are a part of – London South Bank University (LSBU) Group. We believe everyone should have access to a good education, developing professional and technical knowledge.

Enhanced Curriculum

Our academies are STEAM focused, and we work with relevant industries, experts, and advisors to ensure that everything we do and teach is world leading.

We share a passion with the wider LSBU Group – to provide excellent, accessible, supportive, and flexible education that creates better chances for young people.

We put a strong focus on what happens outside of the classroom too. Our enrichment programs seek to provide opportunities and experience students would not get anywhere else.

Project based learning as part of our innovative 'Day 10' curriculum at UAE South Bank allow students to take part in meaningful projects and off-site trips that will push them beyond the current National Curriculum and develop their sense of social responsibility.

These projects give further opportunities to develop skills, enhance progress and give our students the edge. We work with our sponsors to provide opportunities other schools cannot.

Real world experience

Making sure our students are ready for future employment or further study is important to us. We ensure that students have access to work experience, placements, projects, and workshops with our industry sponsors and beyond. Facilities at our schools and world class and give students access to equipment that they would not anywhere else. These combine to create students ready for future employment or study.

Our strong links with industry, university and the wider LSBU Group mean that our students have access to opportunities to available at other schools. Our students are equipped with the skills that employers are genuinely looking for.

Careers and future employment are crucial in our work with our young people. We work with students to enhance their understanding of the current labour market as well as explore their options in Higher Education, Apprenticeships, and future careers.

Key messages

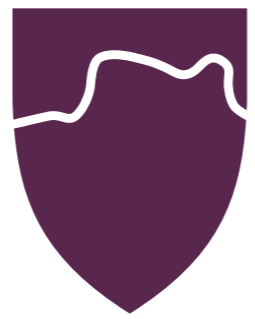
1. We provide exciting, career focused and creative education for young people in South London.
2. We are different to most schools, focusing on more than just academic education so that students have real world experience and all-important skills needed for work, apprenticeships, or further education.
3. We believe everyone should have access to a good education, developing professional and technical knowledge.
4. Our academies are STEAM focused, and we work with relevant industries, experts, and advisors to ensure that everything we do and teach is world leading.
5. We put a strong focus on what happens outside of the classroom too. Our enrichment programs seek to provide opportunities and experience students would not get anywhere else.
6. We ensure that students have access to work experience, placements, projects, and workshops with our industry sponsors and beyond.
7. Facilities at our schools and world class and give students access to equipment that they would not anywhere else.
8. We work with students to enhance their understanding of the current labour market as well as explore their options in Higher Education, Apprenticeships, and future careers.

See brand refresh document for branding, logos, website design

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South Bank Academies

Brand refresh May 2020



South Bank
Academies
LSBU | GROUP

River Thames, shows our pride in educating the people of South London



South Bank Academies

LSBU | GROUP

Logo type in *Gilroy* using the weighting hierarchy of the Group Logo

Dark purple shield in colour version. Purple represents ambition, creativity, wisdom, dignity and pride. This shade compliments the purple in institutions logos but is richer and darker to show SBAs own personality.

LSBU Group endorser logo

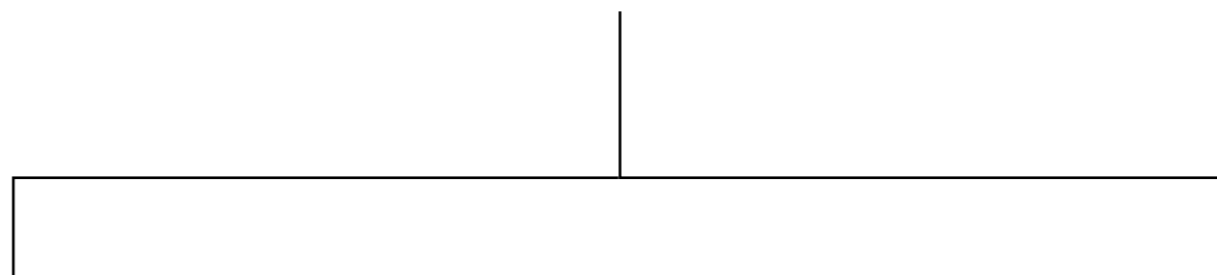
Shield taken from the LSBU logo this creates a visual connection to SBA institutions logos





**South Bank
Academies**

LSBU | GROUP



LSBU | GROUP



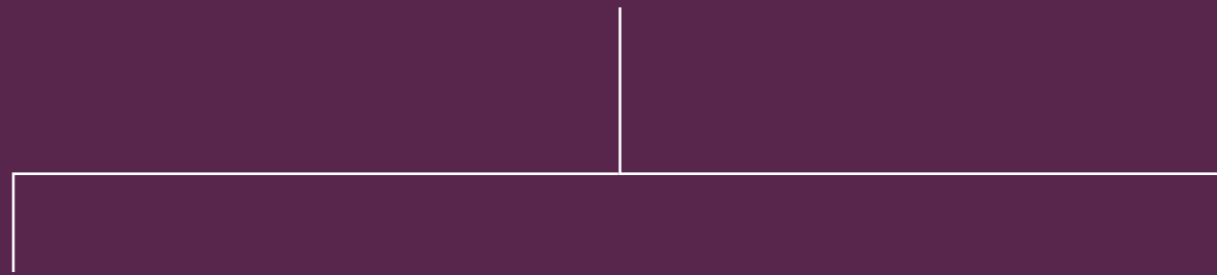
**South
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UTC**

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**South Bank
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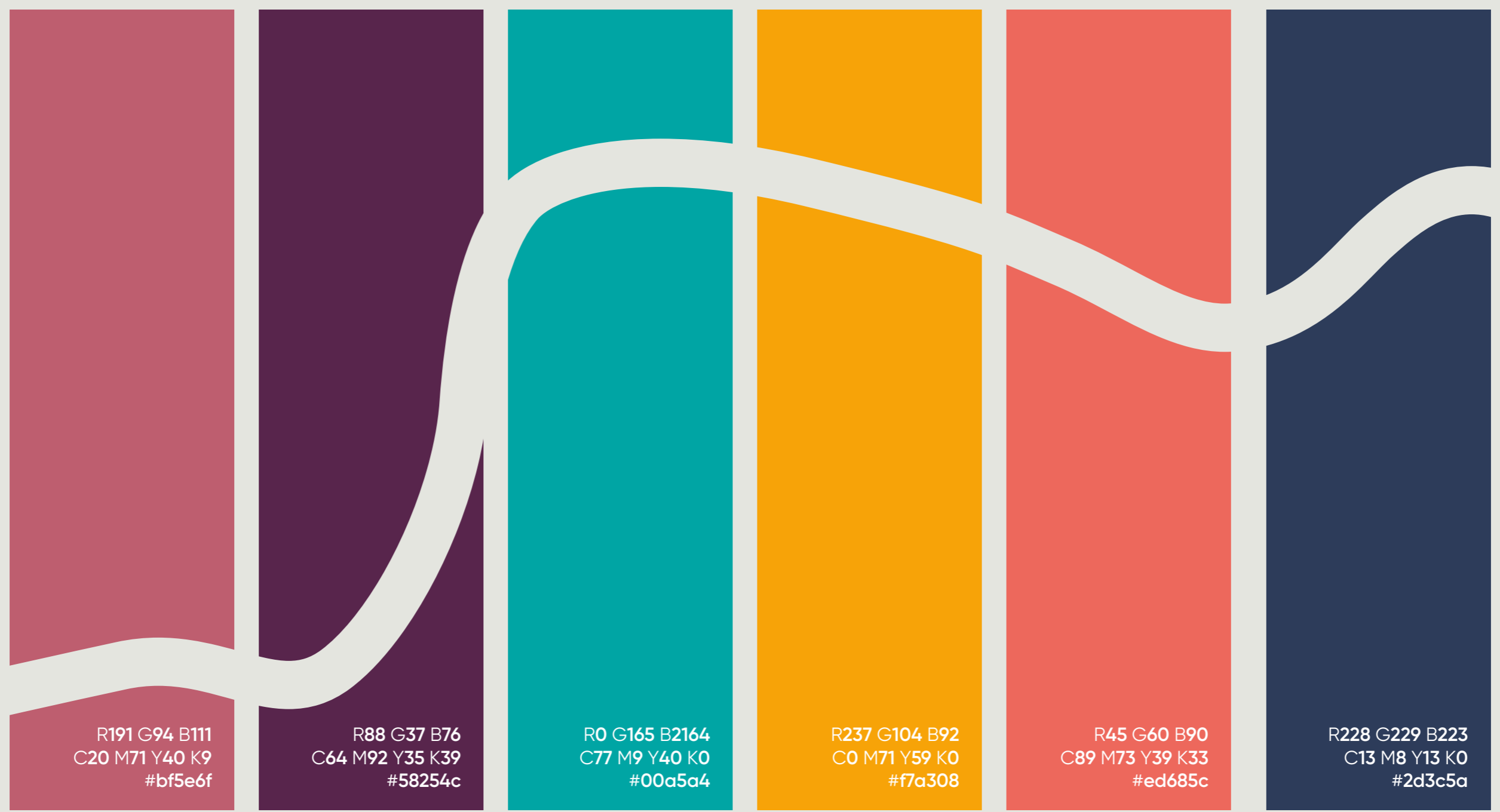
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**South
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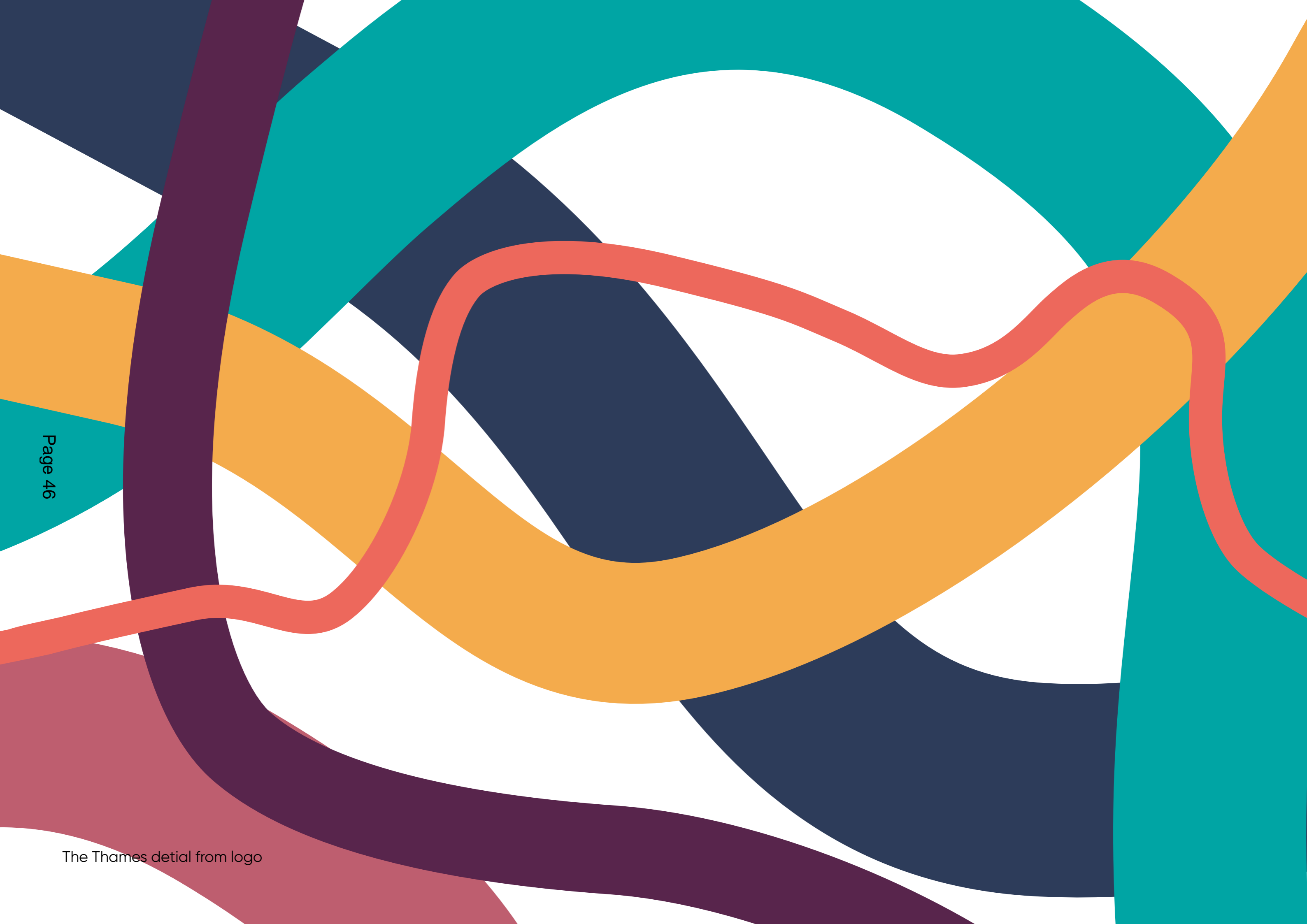
LSBU | GROUP

R0 G0 B0 R255 G255 B255
C40 M40 Y40 K100 C0 M0 Y0 K0
#000000 #ffffff



Colour Palette
Six clean contemporary colours that are a

R228 G229 B223
C13 M8 Y13 K0
#e4e5df



abcdefghijklmn
opqrstuvwxyz
1234567890

Gilroy – Regular

**abcdefghijklmn
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Gilroy – Semibold



☰ MENU

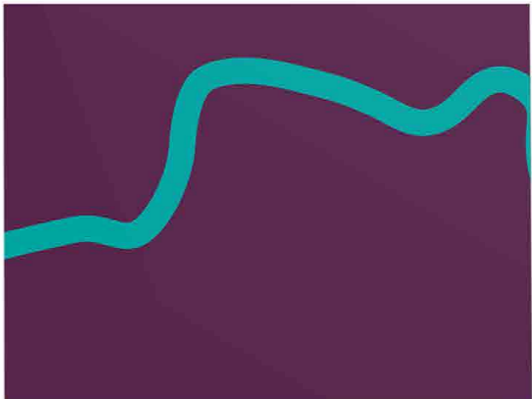


Exciting, career focused and
creative education for young
people in South London



Exciting, career focused and creative education for young people in South London

The South Bank Academies Trust aspires to be the leading provider of professional educational opportunities for young people in South London through innovative learning and teaching at our outstanding academies and colleges, creating pathways into higher education, apprenticeships or employment. Our Academies are strongly aligned to the University and supported by world leading employers and institutions.

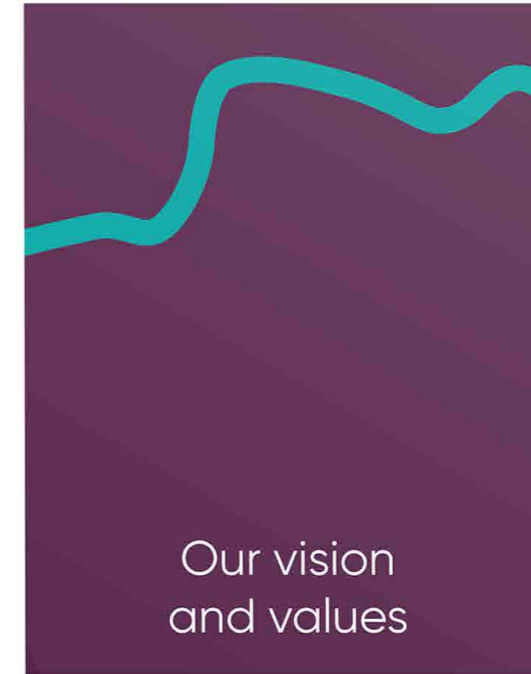




South Bank
UTC



University Academy
of Engineering



Our vision
and values

Our Academies have a strong link to LSBU and are supported by world leading employers and institutions. The staff and students at our academies are automatically associate students and staff of LSBU and have access to the University's high technology laboratories, sporting facilities and library. University staff support our students through demonstrations, projects, workshops, and visits to high technology facilities. University students work at the Academies, as interns, through work experience and teacher training programs.

I am extremely proud to be part of such an exciting and growing Academy Trust. We continue to grow our community, provide more opportunities for our student and staff, and we are all excited



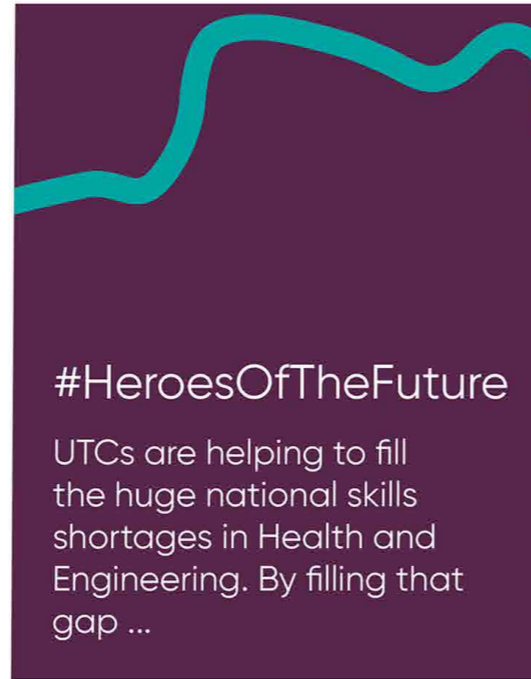
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I am extremely proud to be part of such an exciting and growing Academy Trust. We continue to grow our community, provide more opportunities for our student and staff, and we are all excited for what the future looks like for our Academies.

||
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#HeroesOfTheFuture

UTCs are helping to fill the huge national skills shortages in Health and Engineering. By filling that gap ...



News



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onsequatur, comnis qui alita
nus et quis quo omniment...



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Dolendam si cones...

Sponsors

We are proud to work with a wide range of organisations, helping us to create our curriculum and providing students with employer-led projects, masterclasses, internships and enrichment.

Our sponsors ensure that we are giving our students the best education and opportunities. Many of our students go on to work and study within our sponsor group, as we work together to create an exciting future. Here are some of the partners we work with.



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Contact us

020 7815 8181
admin@sbatrust.co.uk

South Bank Academies Trust
103 Borough Road
London SE1 0AA

Company Registration Number: 08589525





South Bank Academies
1,000 followers
7h



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997 · 36 comments

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997 · 36 comments

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**Exciting,
career focused
and creative
education for
young people
in South London**



abcdefghijklmnop
opqrstuvwxyz
1234567890

HK Grotesk - Regular

**abcdefghijklmnop
opqrstuvwxyz
1234567890**

HK Grotesk - Semibold

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	CONFIDENTIAL
Paper title:	Teachers' Pay Policy
Board/Committee:	SBA Board
Date of meeting:	07 July 2020
Author(s):	Jacqui Collins, Trust HR Manager
Sponsor(s):	Dan Cundy, Executive Principal
Purpose:	For Approval
Recommendation:	The Board is asked to ratify the proposed teachers' pay policy.

Executive summary

Board members are asked to consider the following documents:

1. Teachers' pay – staff consultation document.
2. Teachers' pay scales (re-benchmarked Summer 2020).
3. Teachers' pay policy final document.

In doing so, the following should be considered.

- Has sufficient consultation taken place with the appropriate stakeholders.
- Is the updated benchmarking of leadership pay in line with inner London market rates.
- Is the Board satisfied with the assimilation method and willing to authorise the resultant additional spend, from both schools' budgets, to facilitate this new policy.

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Teachers' Pay Consultation

1st June 2020



Scope

Following feedback from staff over time, we recognise that the South Bank Academies of today has inherited a pay structure (initiated in September 2016) which lacks clarity and transparency, and that a comprehensive review is required, predominantly where teachers' pay is concerned. We have approached this in two phases: phase 1 teaching staff pay consultation (spring/summer 2020); phase 2 support staff pay consultation (spring/summer 2021).

Consultation

We consulted widely, holding focus groups with staff at both schools, meetings with both local advisory board chairs and Principals, and we have looked at the wider market, how other schools' pay is structured, using inner London pay scales for benchmarking purposes. During meetings held at the school, led by the HRM and staff governor at UAE, you told us:

- There is a general lack of clarity and precision as to how teachers' pay is determined and where wider reward is concerned, ie. how is inner London weighting reflected in our scales?
- The current mixed up system of honorarium and/or spine point pay is not clear or transparent, nor in line with the market – no proper middle leader structure.
- Teachers' pay does not reflect 'School Teachers' Pay and Conditions Document'¹ (STPCD) which is confusing.
- There is a lack of clarity around pay progression, ie. transition through unqualified to main scale, to upper pay scale – none of this is clear in the policy and doesn't recognise excellent teaching.
- How is the evolving staff structure supported by a sustainable set of pay scales?
- There is no opportunity for support staff to pick up responsibility allowances.
- There is a need for staff to feel valued, to ensure we are able to retain staff and to know that the pay is fair and consistent across the organisation.

A new policy and pay structure

In response to your feedback, a teachers' pay policy (attached as Appendix I) has been drafted and new pay scales (attached as Appendix II) considered by the SBA Board for ratification for 1st September 2020, based on initiating the following.

- Scales to reflect STPCD, mirroring national pay spine points for inner London.
- Honorariums to be replaced by TLR management allowance system.
- TLRs to apply to teaching staff (additional responsibility allowances (ARAs) for support staff where available), and to be in line with the NJC TLR format, with a central approach to pay to offer TLRs in relation to: department size; number of resources; number of staff, ensuring parity across the group.
- Smaller additional responsibility allowances being open to teaching and support staff (where no teacher role or teacher qualification required) for smaller responsibility roles.
- Our own equivalent of the upper pay scale – the expert teacher scale - for highly capable, experienced teachers.

Assimilating existing pay with the proposed scales

There were a number of factors to take into consideration when looking at how a teacher's current pay would be moved across to a new scale. Ultimately, our main driver has been to ensure that nobody is worse off. Therefore, the following process has been undertaken (*note, this is before performance uplift or cost of living has been applied for 2020/2021, which follow the performance management cycle in September/October and announcement from NJC respectively*).

Main pay scale teacher (MPS)

A teacher's current SBA pay scale has been assimilated to the nearest >NJC pay scale wef 1st September 2020, ie. if you are currently paid at TS10, your scale has been assimilated to M5 as this is the nearest point up from your current scale. Please refer to the proposed scales on Appendix II to see how this would affect you – your current scale point can be found on your payslip.

Expert teacher scale (ETS)

If your current scale is TS12, you will be assimilated to M6. As you must remain on M6 for two years before you can apply for the expert teacher scale (see below), you would not be eligible to move up to ETS1 after performance management in Autumn 2020, but will be eligible to apply for September 2021. Likewise, if you have been assimilated to ETS point 2, you are eligible for point 3 in September 2021. If you have been assimilated to ETS3, you have reached the top of the scale and there is no further movement save for cost of living increases which may be awarded each year.

Middle Leader

Middle leaders will be assimilated to a salary which includes:

1. a payment within the TLR structure below; and
2. the remainder of their pay being assimilated to the MPS or ETS (above).

We have applied the following format to TLRs for September 2020 assimilation.

- TLR1: £10,000 large department - more than one subject and/or managing five FTE or more teachers - or core subject
£8,069 medium to large curriculum department - more than one subject and managing four FTE teachers
- TLR2: £5000 medium department - managing two/three FTE teachers
- TLR3: £2,500 small department managing one FTE teacher
Lead teacher
Other whole school responsibility

Face to face meetings will be held with these staff with the Principal and HRM.

Senior Leader

We have benchmarked AVP and VP scales in line with the market and against other Inner London multi academy trusts/maintained schools. For any staff whose salary is more than the new benchmarked salaries, their current pay scale will be safeguarded for two years; cost of living will continue to be applied to this safeguarded value (*please note, NJC suggest a safeguarding period of up to eighteen months, we have applied twenty four months*). Any staff who are affected by a safeguarded salary scenario will be invited to attend a face to face meeting with the Principal and HRM.

National Pay Award

The Board will endeavour to adhere to the annually published national pay award for teachers, ensuring these pay scales remain in line with the NJC agreed pay structure and to ensure our scales are not skewed in the future. This will of course depend upon other factors such as affordability and budgeting.

Comments and Feedback

Staff are invited to provide comments and feedback to Jacqui Collins, Trust HR Manager jacqui.collins@sbatrust.co.uk by **5pm on Tuesday 9th June 2020**. Please note, as this consultation includes the recommendation of responsibility allowances for support staff, we would be very happy to hear views from support staff as well as teachers regarding this area of the policy. However, any other enquiries about support staff pay should be reserved for the separate consultation in the Autumn.

For any staff who wish to have a face to face or verbal discussion regarding this proposal, there will be timeslots available on the following dates to meet with Jacqui Collins, Trust HR Manager:

Thursday 4th June 12-2pm

Friday 5th June 12-2pm

Monday 8th June 12-2pm

Please email Jacqui.collins@sbatrust.co.uk to book in for a zoom, teams or telephone call.

References

DfE School Teachers' Pay and conditions

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/832634/School_teachers_pay_and_conditions_2019.pdf

Appendices

Appendix I – Proposed pay policy – September 2020

Appendix II – Proposed pay scales – September 2020 (with side by side comparison to current scales)

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Teachers' Pay Scales

Current SBA Scales 2019/20

(alongside current NJC equivalent)

NJC EQUIVALENT	SBA ROLE TYPE	PAY GRADE	SALARY	
UQ1	Teacher	TS1	£ 22,229	
UQ2	Teacher	TS2	£ 24,346	
UQ3	Teacher	TS3	£ 26,463	
UQ4	Teacher	TS4	£ 28,580	
UQ5	M1	Teacher	TS5	£ 30,504
	M2	Teacher	TS6	£ 31,756
UQ6		Teacher	TS7	£ 33,344
	M3	Teacher	TS8	£ 34,932
	M4	Teacher	TS9	£ 35,990
		Teacher	TS10	£ 37,314
	M5	Lead Teacher	TS11	£ 39,166
		Lead Teacher	TS12	£ 40,753
	M6	Lead Teacher	TS13	£ 42,341
		Lead Teacher	TS14	£ 43,929
UPS1	Lead Teacher	TS15	£ 45,517	
UPS2	Lead Teacher	TS16	£ 47,105	
UPS3	Lead Teacher	TS17	£ 49,222	
	Lead Teacher	TS18	£ 50,598	
	Lead Teacher	TS19	£ 51,868	
	Lead Teacher	TS20	£ 52,927	
	Lead Teacher	TS21	£ 53,985	
	Director	TS22	£ 56,896	
	Director	TS23	£ 58,219	
	Director	TS24	£ 59,542	
	Director	TS25	£ 60,866	
	Director	TS26	£ 62,453	
	Director	TS27	£ 64,041	
	AVP	TS29	£ 67,217	
	AVP	TS30	£ 68,275	
	AVP	TS31	£ 69,863	
	AVP	TS32	£ 71,451	
	AVP	TS32B	£ 73,039	
	VP	TS33	£ 76,214	
	VP	TS34	£ 77,802	
	VP	TS35	£ 79,390	
	VP	TS36	£ 81,507	
	VP	TS37	£ 83,624	
	Principal	TS38	£ 86,800	
	Principal	TS39	£ 89,975	
	Principal	TS40	£ 93,151	
	Principal	TS41	£ 96,326	
	Principal	TS42	£ 99,502	
	Principal	TS43	£ 102,677	
EP	Principal	TS44	£ 105,853	
EP	Principal	TS45	£ 110,087	
EP	Principal	TS46	£ 114,321	
	Exec Principal	TS47	£ 118,430	
	Exec Principal	TS48	£ 123,670	
	Exec Principal	TS49	£ 128,910	
	Exec Principal	TS50	£ 134,150	
	Exec Principal	TS51	£ 139,391	
	Exec Principal	TS52	£ 144,631	
	Exec Principal	TS53	£ 149,871	

Proposed SBA Scales Sep 2020

(Values are subject to pay award which has not yet been announced)

UNQUALIFIED

UQ1	22,237
UQ2	24,293
UQ3	26,350
UQ4	28,405
UQ5	30,460
UQ6	32,515

LEADERSHIP SCALE

AVP	L14	£64,344
	L15	£65,747
	L16	£67,295
	L17	£68,663
	L18	£70,194
	L19	£71,742
	L20	£73,328
VP	L21	£74,949
	L22	£76,618
	L23	£78,318
	L24	£80,074
	L25	£81,867
	L26	£83,699
P	L27	£85,579
	L28	£87,512
	L29	£89,491
	L30	£91,522
	L31	£93,594
	L32	£95,722
	L33	£97,911
	L34	£100,140
	L35	£102,436
EP	L36	£104,776
	L37	£107,194
	L38	£109,648
	L39	£112,131
	L40	£114,742
	L41	£117,416
	L42	£120,156
	L43	£121,749

MAIN PAY SCALE (MPS)

M1	£ 30,480
M2	£ 32,070
M3	£ 33,741
M4	£ 35,499
M5	£ 38,230
M6	£ 41,483

EXPERT TEACHER SCALE (ETS)

ETS1 Min	£ 45,713
ETS2	£ 47,960
ETS3 Max	£ 49,571

TEACHING & LEARNING

RESPONSIBILITY ALLOWANCES (TLRs)

TLR1	£10,000
	£8,069
TLR2	£5,000
TLR3	£2,500

ADDITIONAL RESPONSIBILITY

RESPONSIBILITY ALLOWANCES (ARAs)

Minimum	£1,000
Maximum	£3,500

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Proposed Teachers' Pay Policy



Introduction

This policy sets out the framework for making decisions on teachers' pay. It has been developed to comply with current legislation. Whilst South Bank Academies operates pay and conditions which are broadly in line with the School Teachers' Pay and Conditions Document (STPCD), we are not bound by the STPCD (including national pay award) or Burgundy Book. South Bank Academies operates its own pay scales and terms and conditions and, in setting its budgets, will set its own annual pay award.

Pay decisions at the school are made by the South Bank Academies Trust Board (SBA Board), with delegated powers given to the Principals of schools within the Trust to make recommendations on pay progression.

Aims

In adopting this policy the aim is to:

- maximise the quality of teaching and learning, and the wider student experience.
- support the recruitment and retention of a high quality teacher workforce.
- enable the Trust to recognise and reward teachers appropriately for their contribution.
- ensure that decisions on pay are managed in a fair, just and transparent way whilst eliminating unnecessary bureaucracy for all concerned.

Whilst the limit of 1265 hours of 'directed time' will be recognised as a significant benchmark, and work-life balance will be an important consideration, the school will not be bound by the 1265 hour limit. Teachers are expected to take part in the school's enrichment programme and work such hours as may be needed to enable the effective discharge of the teacher's professional duties and to meet the educational needs of our students.

All teaching staff will be paid in accordance with the qualified or unqualified scale dependent upon qualifications and experience. We will ensure all teachers in middle leadership posts receive a clear pay differential for their additional leadership responsibilities by way of an addendum to the main contract of employment.

Those staff on the senior leadership scale will receive a leadership contract and are entitled to an annual holiday entitlement as described in their contract of employment.

South Bank Academies will not expect employees to cover for long-term employee absence. In these circumstances the school may choose at its discretion to rewrite part of, or the entire, timetable or employ additional teaching staff. The school endeavours to work towards a rarely cover situation by using a range of strategies to cover short-term absences. However, the school reserves the right to use teaching staff for cover where it believes they can employ their professional skills effectively to deliver a worth-while learning experience for students in the absence of their usual teacher.

The school will ensure PPA (planning, preparation and assessment time) is preserved and that distribution of such teaching as outlined above is applied fairly and monitored so as not to over-burden individual employees.

The school reserves the right to restructure the timetable during periods of gained time or to use gained time for the use of cover where it believes teaching staff can employ their professional skills effectively to deliver a worthwhile learning experience for students.

Minimising workload through the appraisal and pay process

We are committed to minimising the impact on workload for all parties involved. Our processes will be proportionate, facilitating robust evidence based decisions which are readily available from day to day practice. Our teaching staff will be treated fairly and objectives will be aspirational yet achievable, based on success criteria which are within their control. Furthermore, the wellbeing of our teaching staff will be considered when setting objectives and when making performance related pay arrangements and decisions. Whilst each school will organise its own distinct performance management and appraisal arrangements, these processes will be in line with this commitment.

Pay Reviews

The SBA Board will ensure teachers' salaries are reviewed annually, with effect from 1st September and no later than 31st October each year, and that all teachers are given a written statement setting out their salary and any other financial benefit to which they are entitled, backdated to 1st September.

Reviews may take place at other times of the year to reflect changes in circumstances or job description that lead to a change in the basis for calculating an individual's pay. A written statement will be given after review and where applicable will give information about the basis on which it was made.

Where pay determination leads or may lead to the start of a period of safeguarding, the SBA Board will give the required notification as soon as possible and no later than one month after the date of the determination. We will adopt a safeguarding period of two years in those circumstances.

Basic pay determination on appointment

The SBA board will determine the pay range for a vacancy prior to advertisement. The SBA Board delegates powers to the CEO and Executive Principal in determining the starting salary of a teacher within that range to be offered to the successful candidate. In the case of determining the starting salary of the Executive Principal, Principal or member of the Senior Leadership Team, the CEO will make the decision regarding the pay range for these posts. In making such determinations, the decision makers may take into account a range of factors, including:

- the nature of the post (ie. shortage subject);
- the level of qualifications, skills and experience required (ie. A-level teaching experience);
- market conditions;
- the wider school context.

There is no assumption that a teacher will be paid at the same rate as they were being paid in a previous school.

Pay progression based on performance

At South Bank Academies, all teachers can expect to receive regular, constructive feedback on their performance and are subject to annual appraisal that recognises their strengths, informs plans for their future development, and helps to enhance their professional practice. The arrangements for teacher appraisal are set out in the school's appraisal policy.

Decisions regarding pay progression will be made with reference to appraisal reports and the pay recommendations they contain. In the case of NQTs, whose appraisal arrangements are different, pay decisions will be made by means of the statutory induction process. It will be possible for a 'no progression' determination to be made without recourse to the capability procedure.

To be fair and transparent, assessments of performance will be properly rooted in evidence whilst being proportionate to be able to support robust decisions. At South Bank Academies, we will ensure fairness by ensuring that objectives are set in line with teachers' standards and that observations are carried out by a number of parties associated with a teacher's particular curriculum department including Heads of department, lead practitioners and senior leaders. We will minimise the impact on workload for individual teachers, line managers and Principals throughout the process. Objectives and performance management discussions will not be based on teacher generated data and predictions, or solely on the assessment data for a single group of pupils.

The evidence we will use will be proportionate and include: observations of teaching; regular dialogue through line management meetings and other such communications; quality assurance of marking and assessment.

Teachers' appraisal reports will contain pay recommendations. Final decisions about whether to accept a pay recommendation will be made by the SBA Board, having regard to the appraisal report and taking into account advice from the Executive Principal and Principal. The SBA Board will consider its approach in light of the school's budget and ensure appropriate funding is allocated for pay progression at all levels, subject to affordability.

Judgments of performance will be made against the extent to which teachers have met their individual objectives and the relevant standards and how they have contributed to:

- impact on pupil progress;
- impact on wider outcomes for pupils;
- improvements in specific elements of practice, such as behaviour management or lesson planning;
- impact on effectiveness of teachers or other staff; and
- wider contribution to the work of the school.

The rate of progression may be differentiated according to an individual teacher's performance and will be on the basis of absolute criteria. Ordinarily, a teacher meeting their performance management targets may expect to move one increment point (unless at the top of the scale) unless their performance has been assessed to be outstanding or exceptional, ie. by exceeding the relevant standards, all teaching being assessed as outstanding, showing a strong commitment to the school, being prepared to go above and beyond the call of duty, acting as an exemplar for others and showing a commitment to improving their own performance and to continuing professional development.

There is however no obligation to increase an individual's pay unless it is warranted by performance. There are other considerations at large such as attendance and punctuality, investigations and/or warnings on file, and these will be factored into the final decision. Additionally, teachers may be performing satisfactorily, meeting most of their objectives (but not all) and with much of their teaching (but again not all) assessed as good. In such circumstances the SBA Board may consider that such a level of performance will result in no pay progression in that year.

Pay progression timeline

In order to be eligible for consideration of pay progression on 1st September, an employee must have been in post for six months, ie. have commenced employment with South Bank Academies before 1st March of that appraisal cycle. Employees who join the school after 1st March will be considered in the pay progression round in the following academic year.

Appraisal Pay and Determination Cycle

South Bank Academies undertakes to manage its pay and determination cycle as follows (the appraisal policy should be considered alongside this section).

Autumn term

- All objectives and success criteria to be finalised.
- Performance is monitored as set out in the appraisal policy (such as through observation and ongoing professional dialogue between the relevant parties and mid-year reviews).

Spring term

- Performance is monitored as set out in the school's appraisal policy (such as through observation and ongoing professional dialogue between the relevant parties and mid-year reviews).

Summer term

- Appraisal cycles should be completed before the end of the summer term.
- Performance is monitored as set out in the school's appraisal policy (such as through observation and ongoing professional dialogue between the relevant parties).

Autumn term

- Teachers will receive an appraisal report which includes an assessment against their objectives and success criteria, the relevant standards and a recommendation on pay progression.
- The SBA Board will determine what provision should be made in the school's budget for pay awards and progression by 31st October.
- Teachers will receive an annual pay statement and a copy of the Trust's pay policy by 1st November, including the appeals procedure.
- South Bank Academies' pay and appraisal policies will be reviewed and updated in the light of any changes to STPCD or other such considerations, including annual pay award.
- Appraisal objectives and success criteria, linked to pay progression are set for the next appraisal period.

Movement to the Expert Teacher Scale

Application and Evidence

There are three scales within the South Bank Academies Expert Teacher Scale (which mirrors that of STPCD upper pay range). Teachers who are situated on scale M6 on the qualified teacher scale will be eligible for the expert teacher scale after two years on M6 (application would be made during year 2). Any such application must be assessed in line with this policy and it is the responsibility of the teacher to decide whether they wish to pursue an application to the this scale. Applications may be made at least once a year within the following timeline:

- 31st May – Upper Pay Range application window opens – it is advised that teachers who are about to enter this process inform their department lead and associated senior leader.
- 10th July – Upper Pay Range application window closes – submissions after this date will not be considered.

If a teacher is simultaneously employed at (an)other school(s), they may submit separate applications if they wish to apply to be paid on the upper pay range in that school or schools. South Bank Academies will not be bound by any pay decision made by another school.

All applications will likely include the results of reviews or appraisals and observations, and references or testimonials from the head of department and attached senior leader, evidence from the duration of a teacher's continuous service tenure with South Bank Academies amounting to two years or more. If an employee's tenure is less than two years, evidence should be sought from the previous school which should include performance management/appraisal reports, observation feedback, and a reference from the Principal of that institution. Further information regarding this process will be published by 1st April each year.

The Assessment

An application will be successful where the SBA Board is satisfied that: (a) the teacher is highly competent in all elements of the relevant standards; and (b) the teacher's achievements and contribution. For the purposes of this pay policy:

- 'highly competent' means performance which is not only good but also good enough to provide coaching and mentoring to other teachers, give advice to them and demonstrate to them effective teaching practice in order to help them meet the relevant standards and develop their teaching practice in the wider school context.
- 'substantial' means of real importance, validity or value to the school; play a critical role in the life of the school; provide a role model for teaching and learning; make a distinctive contribution to the raising of pupil standards; take advantage of appropriate opportunities for professional development and use the outcomes effectively to improve pupils' learning); and
- 'sustained' means maintained continuously over a long period (two years or more).

The application will be assessed by a school panel consisting of the Principal and Vice Principal(s). The SBA Board reserves the right to limit the number of threshold applications in any given year. Information regarding the number of places, if limited, will be published by 1st April each year.

Processes and procedures

The assessment will be considered by the SBA Board and applicants will be informed of the outcome by 31st October. If successful, applicants will move to the expert teacher scale with effect from 1st September (the September immediately following application). Successful applicants will be automatically placed on UPS1. A teacher will be eligible for the next scale on the expert teacher scale after two years, if they have passed the appraisal process. There is no further movement after a teacher has reached UPS3.

Feedback will be provided by the Principal within 20 working days of the decision.

Any appeal will be heard under the school's general appeals arrangements.

Allowances and other payments

Teaching and Learning and SEND Responsibilities

South Bank Academies will award Teaching and Learning and SEND points for responsibility roles for teachers across its schools. These roles will be advertised, with allowance values weighted and differentiated at the time according to the responsibilities and accountabilities of the posts, mirroring STPCD ranges.

The national pay award will be taken into account by the SBA Board in relation to any potential uplift of these values each year.

Additional Responsibility Allowances

South Bank Academies will award points for responsibility roles for teachers and support staff across its schools. These roles will be advertised, with allowance values weighted and differentiated at the time according to the responsibilities and accountabilities of the posts, and will be open to support staff as well as teaching staff where the person specification of the role does not require that the postholder is a teacher or holds a teaching qualification.

The national pay award will be taken into account by the SBA Board in relation to any potential uplift of these values each year.

Recruitment and Retention Allowances

In order to recruit or retain teachers, in particular in shortage subject areas or in the case of sustained outstanding performance, the SBA Board will consider the payment of a one-off recruitment or retention payment, not exceeding 5% of an teacher's salary. This payment may also be used in recruiting teachers to roles where relocation has been necessary.

The SBA Board delegates power to the CEO and Executive Principal in agreeing the payment of such an allowance. Any teacher receiving such a payment would receive it in monthly instalments over the first term of employment and, if leaving SBA after less than two full years of employment, would be liable to repay the entirety of its value.

Part time Teachers

Teachers employed on an ongoing basis at the school but who work less than a full working week are deemed to be part-time. The SBA Board will provide a written statement detailing their working time obligations and the standard mechanism used to determine their pay, subject to the provisions of the statutory pay and working time arrangements and by comparison with the school's timetabled teaching week for a fulltime teacher in an equivalent post.

Short notice/Supply Teachers

Teachers employed on a day-to-day or other short notice basis will be paid on a daily basis calculated on the assumption that a full working year consists of 195 days; periods of employment for less than a day being calculated pro-rata.

Appeals

If an employee wishes to appeal a decision regarding pay determination, they would be advised to give initial consideration to the following criteria as to the validity of such an appeal.

- Was any provision of this policy incorrectly applied?
- Did the school fail to have proper regard for statutory guidance?
- Did the school fail to take proper account of relevant evidence?
- Did the school take account of irrelevant or inaccurate evidence;
- Did the school show bias; or
- otherwise unlawfully discriminate against the teacher.

They should seek to resolve this firstly by writing to the Executive Principal within ten working days of the decision (the CEO in the case of the Executive Principal or Principal). The Executive Principal (or CEO) will arrange to meet with the employee to discuss the matter further and consider their representations. Following this process, where the employee continues to be dissatisfied, they may follow a formal appeal process as follows.

- The employee should set down in writing the grounds for questioning the pay decision and send it to the SBA Board (via the HR department), within ten working days of the outcome of the discussion with the Executive Principal (or CEO).
- The SBA Board shall convene a hearing within twenty working days of receipt of the written grounds, consisting of a panel of two board members, which may include the CEO (but not in the case of the Executive Principal, Principal or member of the Senior Leadership Team).
- The employee shall be given the opportunity to make representations and is entitled to be accompanied by a colleague or union representative.
- The decision of the appeal panel will be given in writing, within ten working days and, where the appeal is rejected, will include a note of the evidence considered and the reasons for the decision.
- The appeal panel's decision is final.

Monitoring, Review and National Framework

This policy shall be reviewed annually in the Autumn term by the South Bank Academies Executive Board, at which time consideration shall be given to the national framework and associated pay awards. We will review our pay and appraisal policies annually to clarify our approach to making performance-based pay decisions and to set out the extent to which any uplift to the national framework will be taken into account when making any pay decisions.

Policy ratified: (date)

Next review: (date)

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	CONFIDENTIAL
Paper title:	2025 LSBU Group Strategy
Board/Committee	SBA Board
Date of meeting:	7 July 2020
Author:	Richard Duke – Director of Strategy & Planning
Executive sponsor:	Dave Phoenix – Vice-Chancellor and Group Chief Executive
Recommendation:	To support the final draft group strategy, 2020-25 prior to approval by the LSBU Board

Executive Summary

The draft group strategy, 2020-25 has been updated following discussions at strategy sessions for the Boards in the LSBU Group. Draft notes of the SBA strategy session on 12 May 2020 are included as an appendix for information.

The strategy is a truly Group document, which has had engagement across the Group and multiple stakeholders as part of its development. The feedback on the engagement with the strategy with staff has been extremely positive. The main concern identified in feedback is the level of ambition, and how we plan to deliver.

This document, is the fully designed version. It has been externally edited and internally proof read (though adjustments have been made subsequently to external editing). The presentation is also as a result of considerable work by the internal Design team.

The Board is requested to support the final draft group strategy, 2020-25 prior to approval by the LSBU Board at its meeting of 16 July 2020.

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LSBU Group Corporate Strategy 2020–2025

Our Vision

Transform lives,
communities, businesses
and society through
applied education
and insight.

Foreword



London South Bank University (LSBU) was established as the Borough Polytechnic Institute in 1892. Its mission - to serve the local community and its employers by providing high quality professional and technical education and insight - still stands today. We have created LSBU Group so we can continue to deliver that vision as effectively and ambitiously as possible.

The UK has one of the developed world's lowest levels of literacy and numeracy among young people. The majority of our population fails to progress beyond level 3, with 25% not progressing past level 2. Many of these left behind learners are from disadvantaged backgrounds. In 2016, the gap between disadvantaged pupils (those eligible for the Pupil Premium) and their peers, at the end of secondary school, was 19.3 months. For those persistently disadvantaged, the gap was 24.3 months. This is not a failure by those individuals but a failure of society, and of an overly complex educational system. LSBU Group is tackling that complexity by establishing identifiable pathways that provide learners with clear routes to their career goals, irrespective of level.

The institutions within LSBU Group work to a shared mission and values and use a shared educational framework to achieve shared outcomes. Our aim is to create educational strategies and pathways that enable people of all characteristics and talents to achieve their full potential, and so contribute their skills and energy to wider society throughout their lives. We believe this approach can transform the way we think about learning and offer a template for locally accountable education.

In order to tackle the twin challenges of failing social justice and weak UK productivity - which undermines both individual prosperity and the ability to support our most disadvantaged - we need a step change in professional and technical upskilling.

To achieve this, we must involve those in employment and those still to progress to it. I see the Group leading the field in employer sponsored education and apprenticeships. We must build a workforce with the skills to deliver now, the wider educational understanding required to adapt to the future, and the resilience to manage personal and professional challenges. Our forebears pioneered this holistic approach in 1892, describing themselves as providing "industrial skill, general knowledge, health and well-being". It's a balance that remains at the forefront of LSBU Group's approach today.

An optimal workforce is achievable only through true partnership between education and business, not only in relation to education and skills but with respect to applied research and enterprise. Many countries have successfully achieved this by developing world leading universities of technology which focus on technical and professional education and research. In the face of today's global challenges, these institutions are needed now more than ever. In the UK's higher education sector, this area has been neglected for many years. At LSBU, we will seek to raise its profile and strive for national recognition, measuring ourselves against the best of such institutions globally whilst continuing to be embedded in our local communities and to address local challenges.

The LSBU Group is also committed to playing a leading and measurable role in delivering societal good. We have therefore subscribed to the United Nations Sustainable Development Goals Accord and embedded the UN SDGs in our strategy as a framework for delivering equality, environmental sustainability, education, health and wellbeing and economic prosperity.

Our new strategy for 2020-2025 builds on the strong foundations of the last 5 years and includes the same three educational pillars as our 2015-2020 strategy: Access to Opportunity, Student Success, and Real World Impact. To highlight the need to adapt and take full advantage of our new group structure and the digital world, and to meet changing stakeholder expectations, we have added a fourth pillar, Fit for the Future.

Alongside the high level strategy, this document sets out our overarching vision and creates a framework for each institution in our family of educational providers to determine how best to deliver excellence within its own area of activity and accountabilities.

As we embark on this new strategy, the educational and political environment will continue to change. Brexit and the COVID-19 pandemic will undoubtedly have far-reaching consequences for people and organisations. In our response, we will continue to develop our group, to put learners and our communities at its heart; and to provide the high quality professional and technical education that can deliver both social justice for the individual and prosperity for the nation.



Professor David Phoenix OBE
 FAcSS, DL DUniv, DSc, FRCP (Edin), FSB,
 FRSC, FIMA, PFHEA
Vice-Chancellor and LSBU Group Chief Executive



Top left: Vocational College at Vauxhall (artist's impression)

Introducing the LSBU Group

The LSBU Group comprises South Bank Academies, South Bank Colleges, South Bank Enterprises and London South Bank University. The Group works to one vision and seeks to deliver a holistic solution to the educational needs of communities and business both locally and globally.



2025 LSBU Group Strategy

Strategic pillars, Goals and United Nations Sustainable Development Goals

Access to Opportunity

Recognised as a leading organisation for outstanding practice-led learning, fostering the development of able graduates ready to address business and societal challenges.

2025 Goals

- Progress Against UN SDGs
- Positively Impact 1 Million Lives

UN SDG



Student Success

Recognised as a leading organisation for outstanding practice-led learning, fostering the development of able graduates ready to address business and societal challenges.

2025 Goals

- Increase Social Mobility
- Increase in Students' Social Capital

UN SDGs



Real World Impact

Research and Innovation that enhances teaching and tackles global and civic challenges, generates critical insights, and sustainable solutions to transform the lives of individuals, communities, businesses and society.

2025 Goals

- £5Bn of Economic Impact
- Impactful and High Quality Research

UN SDG



Fit for the Future

Technology and Estates

To create a flexible physical and digital environment, allowing opportunities for personalisation, that is mobile friendly, fit for the future and embraces innovation and sustainability.

2025 Goals

- At least 20% of all teaching delivered using digital platforms or industry standard facilities
- Environmental sustainability

UN SDGs



People, Culture and Inclusion

Create a transformational and inclusive culture that is people centric, values led and ambitious; enabling LSBU Group to empower staff and to attract and retain a diverse range of skilled individuals.

2025 Goals

- A highly engaged workforce
- Closing of the Gender and Ethnicity Pay Gap

UN SDGs



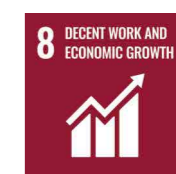
Resources, Market and Shape

Alignment of core activity with business and society's current and future requirements in terms of skills, knowledge and innovation and insight.

2025 Goals

- Delivering financial sustainability
- Highly effective internal services

UN SDG



Our Vision

Transform lives, communities, businesses and society through applied education and insight.

The LSBU Group: a distinctive approach

We deliver real world impact through teaching, research and enterprise. We are able to harness the intellectual and physical resources across the Group to meet our mission of offering:

1. Social mobility
2. A student experience designed around our students
3. Professional and technical education
4. Impact through insight
5. Strength from diversity
6. Engagement with place



Bottom left: LSBU's partner, the British University of Egypt's (BUE) new campus (artist impression)

There are many benefits to our approach.

Access to Opportunity

Educational pathways – we provide a continuous offer of education and skills pathways, aligned to careers that support people of all characteristics, talents and levels to achieve their potential

Outreach – raising local aspiration and attainment we align our combined outreach activities with the needs of local stakeholders and partners, including leveraging our employer relationships to provide work experience and other employer engagement in local schools,

Access to talent – providing employers with access to talent at all educational levels, especially in professional and technical education

Student Success

Educational enhancement – creating interaction amongst the Group which provides learners with reciprocal benefits such as access to technical facilities, volunteering opportunities and student services

Employer sponsored education – serving the education and skills needs of employers by equipping students with the skills they need to flourish in the world of work

Overcoming social disadvantage – our unique position supports research into links between social disadvantage and educational outcomes, and the application of its findings to deliver improved outcomes

Real World Impact

Global outlook – leveraging the Group's diversity to form international partnerships that provide opportunities for staff and students in a local economy and which build reputation

Inclusive growth – utilising Group research and enterprise expertise to provide coordinated support to local business at all levels whether the need is facilities, technical support or high quality insight

Build community – inspiring and enabling our students, alumni and staff to engage together and with the local and wider community to build aspiration, achievement and resilience

Access to Opportunity

UN SDGs

17 PARTNERSHIPS FOR THE GOALS



We will:

1. Embed employer relationships in the Group supporting 10,000 apprentices and enabling all students to have the opportunity for a work based experience

2. Increase targeted support for the recruitment and retention of hard to reach groups including care leavers, military families and students from lower sociodemographic groups

3. Embrace internationalisation across the Group

4. Establish career based pathways so delivering a 100-fold increase in intra-Group progression

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Our vision

Through strategic local and global partnerships we will remove barriers to success and create opportunities for individuals, employers and communities, impacting positively upon 1 million lives.

We have



Created the LSBU Group, a unique educational family, offering career pathways from secondary to postgraduate education

TOP

Ranked Top London Modern for adding value (Economist Aug 2017)



Ranked Top 200 in the World for Impact (THE Impact Ranking 2020)

Through:

Employer Relationships – we will establish a strategic network of employer relationships which underpin teaching, research and enterprise across the LSBU Group

A Global and Entrepreneurial Perspective – we will develop three major international partnerships to give all learners access to an international experience across the Group’s work, creating new opportunities for students and employees to be global citizens

Educational Pathways – we will develop a course portfolio that is available to all, regardless of educational background, that provides a step on step off educational journey aligned to career pathways, including the provision of core skill development via short courses

Local Partnerships – we will build Group-wide partnerships across South London, aligning our civic engagement activities and contributing direct economic benefits and socio-economic impact through our students, staff and alumni

Public Engagement – we will inform, inspire and involve our communities, local and national stakeholders, creating opportunities for students, alumni and employees to enhance their development

Development of the Group – we will create new centres for learning in collaboration with employers and local stakeholders, including a new technical college at Vauxhall and two additional schools within South Bank Academies

London South Bank University

The importance of Group pathways, both domestic and international, will grow; promoting societal and personal impact through education, skills development, research, enterprise and industry. LSBU will provide extracurricular enrichment opportunities to aid social capital in our students.

We will enhance our impact in south London by creating two employer led skills centres/satellite campuses, bringing together the power of the group to showcase sector specific employment opportunities and provide the skills that enable individuals to progress their career. LSBU Global will become a vehicle for delivering multi-touchpoint partnerships, replicating our UK offer, including research, enterprise and teaching, creating an important local contribution.

South Bank Colleges

With local partners, SBC will develop increased specialist and innovative bespoke provision for those most at risk of being excluded from realising the benefits of education.

The Gateway Centre will be a centre of excellence in English for Speakers of Other Languages (ESOL), literacy, numeracy and digital skills for young people and adults, supporting progression to employment or further study.

SBC will establish a new vocational college and centres of excellence providing increased access to, and participation in, technical education for young people and adults. The college will provide career pathways from level 2 through to levels 4 and 5.

South Bank Academies

Employer and sponsor partners will enrich and extend the curriculum to enhance students’ technical and professional capabilities, supporting employability and pathways. Collaborations at a range of scales will enhance the quality of provision and SBA’s reputation, creating opportunities for staff, students and wider stakeholders. The curriculum will align with local labour market demands, supporting students into their careers. Links with the wider group will support progression and support enrolment numbers as SBA institutions become providers of choice as career academies.

Student Success

Our Vision

We will be London's leading transformational educational group, with each institution contributing to the achievement of social and economic impact in our community by providing an accessible, innovative and applied professional and technical education.

We have:



Awarded Teaching Excellence Framework (TEF) Silver in 2017



Named University of the year for Graduate Employment 2018 and 2019 (The Times and The Sunday Times Good University Guide 2018, 2019)



Awarded an Ofsted Good rating for LSBU's apprenticeship provision (2019) and UAE South Bank (2017)

TOP 50

Lambeth College is in the top 50 colleges for student outcomes (2020)

UN SDGs



We will:

1. Be in the top quartile for students progressing to employment or further study at all levels of education
2. Provide an excellent learning experience, with top quartile results
3. Enable excellent educational outcomes and progression (at or above benchmark)
4. Close awarding gaps at all educational levels
5. Deliver excellent services to our students, with sector leading (top quartile) satisfaction levels

Through:

Professional and Technical Curriculum

– working with students as partners to support the learning experience, we will design an inclusive curriculum that complements the careers pathways and skills approach

LSBU Social Capital Programme

– we will develop social capital through volunteering, international exchanges, work based learning, and by embedding the development of soft skills in our curriculum design, alongside learning in support of social good and, specifically, UN SDGs

Technology Enabled Teaching

– our course delivery will be matched to student needs; teaching methods will be informed both by evidence-based research and industry, with access to industry standard facilities and work based learning

Industry Links Embedded in Education

– we will align our business links to the educational journey, with industry-supported course design and workplace experience as standard, with enterprise embedded in the curriculum using the EntreComp framework

Academic development programme

– we will support the development of the skills needed through in-house support to deliver excellent academic outcomes, particularly in relation to curriculum design and embedding digital in teaching

Student Support and Customer Service

– we will offer personalised support that complements the educational journey and progression to further study/employment; our first-rate customer service will be underpinned by excellent access to information and designed with LSBU Group student needs in mind

Wellbeing – we will develop a whole-Group approach that safely supports individuals and promotes positive mental health across all aspects of student and academic life

Advice and guidance – we will advise learners on careers and future progression opportunities, for those post-14 and access to part-time work opportunities through the LSBU employment agency post 18

London South Bank University

Complemented by support services and a journey designed around their needs, LSBU students' educational experience will prepare them for the next step in their education or career, and seek to ensure equity of outcomes for all groups. Their personalised and flexible student journey will allow for blended and applied learning in small sized teaching groups. Competency-based assessment, will increasing be used as a method of assessment. LSBU will review the most suitable configuration of the learning experience, informed by pedagogic research, which will explore the potential benefits of block teaching on outcomes.

South Bank Colleges

The development of students' English and maths skills will form an integral component of all courses. There will be a change in the proportion of level 2 and 3 students graduating with Level 2+ qualifications in English and maths, enabling progression to level 4 and HE courses and increased employment opportunities. By developing organisational understanding and expertise of the socioeconomic and wellbeing needs of our students, the learning experience will eradicate inequalities in achievement of qualifications and support the acquisition of experiences and skills that enhance progression. We will harvest the benefits of digital technologies in enhancing the learning experience of all students. We will enable students to access high quality engagement with employers, volunteering and enrichment opportunities.

South Bank Academies

Innovation in pedagogy, use of resources and the creation and application of insight and research will support all learners to secure strong outcomes in terms of attainment and progress. Personalised guidance and support, with targeted strategies for groups including SEN and disadvantaged, will close awarding and progress gaps. Sector-leading advice and guidance will support students through and beyond the Group into successful pathways and high value careers. A high quality curriculum in its widest sense supports student development, wellbeing and employability, with excellent feedback from students and parents.

Real World Impact

Our Vision

We will be recognised globally and locally for our insight activities that address societal challenges, impact positively on individuals, communities, businesses and society, and enhance teaching.

We have:



Achieved QS 4 Stars



Rated 3* and 4* for Impact across 73% of LSBU research in the 2014 Research Excellence Framework (REF)



Ranked 8th largest provider of nursing students to the NHS in the UK and largest in London (HESA 2018/19)



Established the largest trans-national partnership in MENA region with British University Egypt (BUE) with over 4,500 students in 2019/20

UN SDGs



We will:

1. Significantly increase research and enterprise activity across the Group generating £50m of research and enterprise income per annum
2. Enjoy an excellent reputation amongst employers, including an Employer Reputation score of 10 in the QS World Ranking and highest ranked UTCs
3. Inform our curriculum using research and enterprise activity, enabling learners across the Group to develop critical reasoning and the ability to apply knowledge in practice
4. Be externally recognised for the quality and impact of our research and enterprise activity, including the University being in the top 600 QS and THE rankings (REF impact measure and University GPA of 3.0 and 2.8 in 2021 and 3.2 and 3.0 in 2027)
5. Maintain an effective research pipeline, doubling PhD completions by 2025

Through:

- Research Centres** – we will develop interdisciplinary centres that align with areas of professional excellence and can support research-informed teaching with a culture of Interdisciplinarity and an embedded, strategic approach to publication
- Industry Partnerships** – we will partner with employers through knowledge exchange activities, providing expertise and support to grow their businesses
- Research Informed Teaching** – we will embed outcomes of insight activities throughout, giving currency to teaching and enhancing the student experience, as well as place-based innovation being co-created with citizens and communities
- Research Infrastructure** – development of a research infrastructure to fully support research staff in applications and monitoring
- Enterprise Subsidiaries** – we will pilot the creation of LSBU Group subsidiary companies, with our shared vision and values, to create employment opportunities and student involvement
- Centre for Pedagogic and Adult Learning Research** – this Group centre will be developed to improve educational outcomes by using our unique educational offer to understand the link between disadvantage and educational experience
- Employer-led Skills Centres** – we will develop at least one skills centre, which is linked to an employment sector and supports the delivery of gateway qualifications, CPD, education and engagement activity needed by the sponsor from across the Group

London South Bank University

The University will significantly increase the impact of its research and enterprise activity in both increased volume and quality and effective knowledge exchange, through industry and community links. The role and recruitment of PhD students as part of a research pipeline will increase, whilst allowing for greater opportunities for research activity to inform teaching.

South Bank Colleges

The college will be an anchor organisation in South London that is recognised for its positive impact on economic and social inclusion for local residents. Engagement in local multi-agency evidence-based research will enable proactive responses to the challenges local residents face in accessing education and its socio-economic and health benefits. Working directly with employers, the GLA and local authorities we will ensure strong alignment between skills needs and the education and training offer in South London. We will ensure college graduates are well prepared to access good jobs through our career pathways. Our approach to teaching and learning will be evidence-based with a particular focus on English and maths and technical education. Understanding of professional practice and a research culture of learning about learning will be embedded and contribute to national research on vocational and technical education.

South Bank Academies

A learning and research culture will be fully embedded across SBA, with all staff participating in research and development activity. Research and insight will be published and shared, enabling collaborations and learning to improve pedagogy and outcomes. These collaborations will range in scale from local to international and will enhance SBA's reputation as contributing to thought leadership. Curriculum leadership in the technical and professional realm will be sector-leading in the area, enriching the local offer. As a consequence, SBA will be able to recruit, develop and retain staff of a very high calibre, further enhancing provision and strategic development.

Technology and Estates

UN SDGs



We will:

1. Use our estate effectively and efficiently, with a utilisation rate of 50%

2. Maintain high student satisfaction with our infrastructure, and be in the top quartile for satisfaction

3. Effectively support our staff with our IT services, with 90% of our staff rating the services of a high standard

4. Have employers regard our facilities as of industry standard in the support of academic outcomes

5. Reduce our carbon footprint by 25% between 2020 and 2025, with the goal of achieving zero carbon emissions by 2050

Our Vision

We will provide all students, staff and researchers in the LSBU Group with a flexible physical and digital environment and professional standard facilities that allow opportunities for personalisation, are mobile friendly, embrace access and innovation and are as environmentally sustainable as possible.

Through:

Environmental sustainability and literacy – this will be embedded through the reduction of carbon emissions, landfill use and increased recycling

Technology Enabled Flexibility – we will develop a single group network that enables a flexible approach to work/study by providing a common user experience; IT equipment, including user devices and classroom technology, will be portable rather than fixed wherever possible

Cloud Focused – our IT Infrastructure will operate in a hybrid cloud environment, exploiting the benefits of public and private cloud

Software as a Service – we will support flexible work/study by transitioning applications to Software as a Service (Saas), with Group solutions preferred and the software suite rationalised

Industry Standard Facilities – these will be developed to support research, teaching and enterprise across the group

High Quality Estate – we will deliver this with a view to increasing satisfaction and reducing maintenance costs.



Vocational College at Vauxhall (artist's impression)

Fit for the Future

People, Culture and Inclusion

Our Vision

We will attract, enable and retain a diverse group of high-performing people that deliver a first-class employee and student experience across the LSBU Group by embedding transformational and inclusive culture that is people-centric, values-led and ambitious.

EPIIC Values

Excellence – Known for working to a high standard and providing a quality service to all

Professionalism – Takes personal responsibility and accountability, leads by example and inspires others

Integrity – Communicate with transparency and respect, creating a working and learning environment based on trust

Inclusivity – Celebrate being a diverse and vibrant community, where there are no barriers to inclusion and where we view the differences between people as a source of strength

Creativity – Innovative, generating ideas and opportunities that are useful in solving problems and enhancing the reputation of the University

UN SDGs



We will:

1. Inspire and lead our staff effectively (staff engagement score top 50%)
2. Be effective in managing change, with a majority of staff agreeing that change is managed well
3. Have an inclusive workforce that represents the communities and student body we serve, with the proportion of BAME staff at senior levels, representative of the wider staff base.
4. Give our employees a first class employee experience (staff engagement score top 50%)

Through:

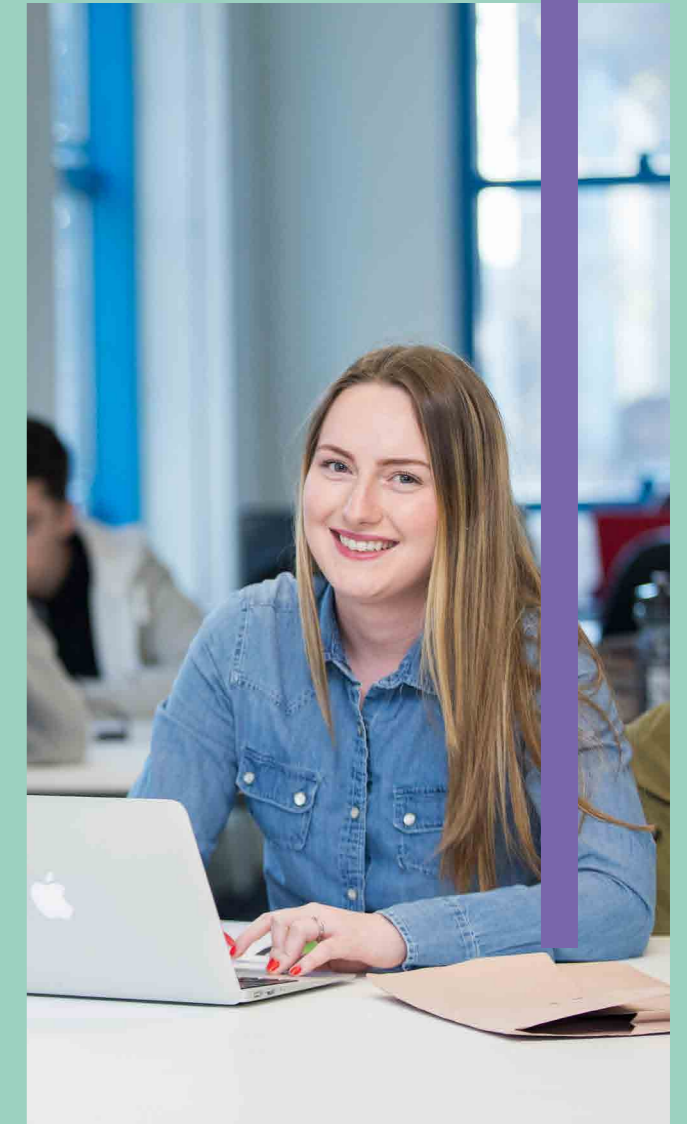
People – we will manage and support talent, recognise and reward behaviours that contribute to strategy delivery, including closing the awarding gap, and clearly define objectives that deliver our strategic aims through the appraisal process

Leadership and Management – we will develop and deliver a robust programme that will support the LSBU Group's ambitions; we will role model inclusive behaviour

Organisational Shape and Size – we will review this through a new Target Operating Model, creating capacity capability and prioritising resources through planned workforce transformation

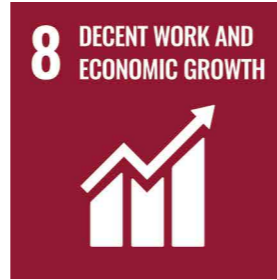
Dynamic Culture – underpinned by our EPIIC Values, we will encourage the agility to change and develop, embed a culture of learning across the Group and reinforce these through our behavioural framework

Inclusivity – we will create a values-based culture with wellbeing at its heart, with employee voice as a key influencer in decision-making, diverse recruitment and promotion panels and the implementation of EDI framework.



Resources, Market and Shape

UN SDGs



We will:

1.
Achieve overall Group income of £250m by 2025

2.
Generate 5% surplus on income

3.
Enhance our brand and reputation externally by being recognised in the top 50% of each domestic rankings table across the Group

4.
Embed philanthropic and alumni activity to reduce the impact of social disadvantage on educational outcomes, by raising £15M by 2025

Our Vision

We will develop our reputation and brand, to be a market leader in professional and technical education, underpinned by good governance and financial sustainability.

Through:

Brand and Reputation – we will create a compelling brand proposition with instantly recognisable brand themes that demonstrate our real world impact and build increased awareness and understanding of institution brands across target stakeholders

Student Recruitment – we will continue to outperform the sector in new student recruitment whilst maintaining our widening access agenda (including outreach activities) for those that have the potential to succeed, as well as increasing the volume and diversity of students, particularly in relation to apprenticeships and international students

Group Operating Model – this will support the Group to achieve its strategic objectives with clear accountability structures

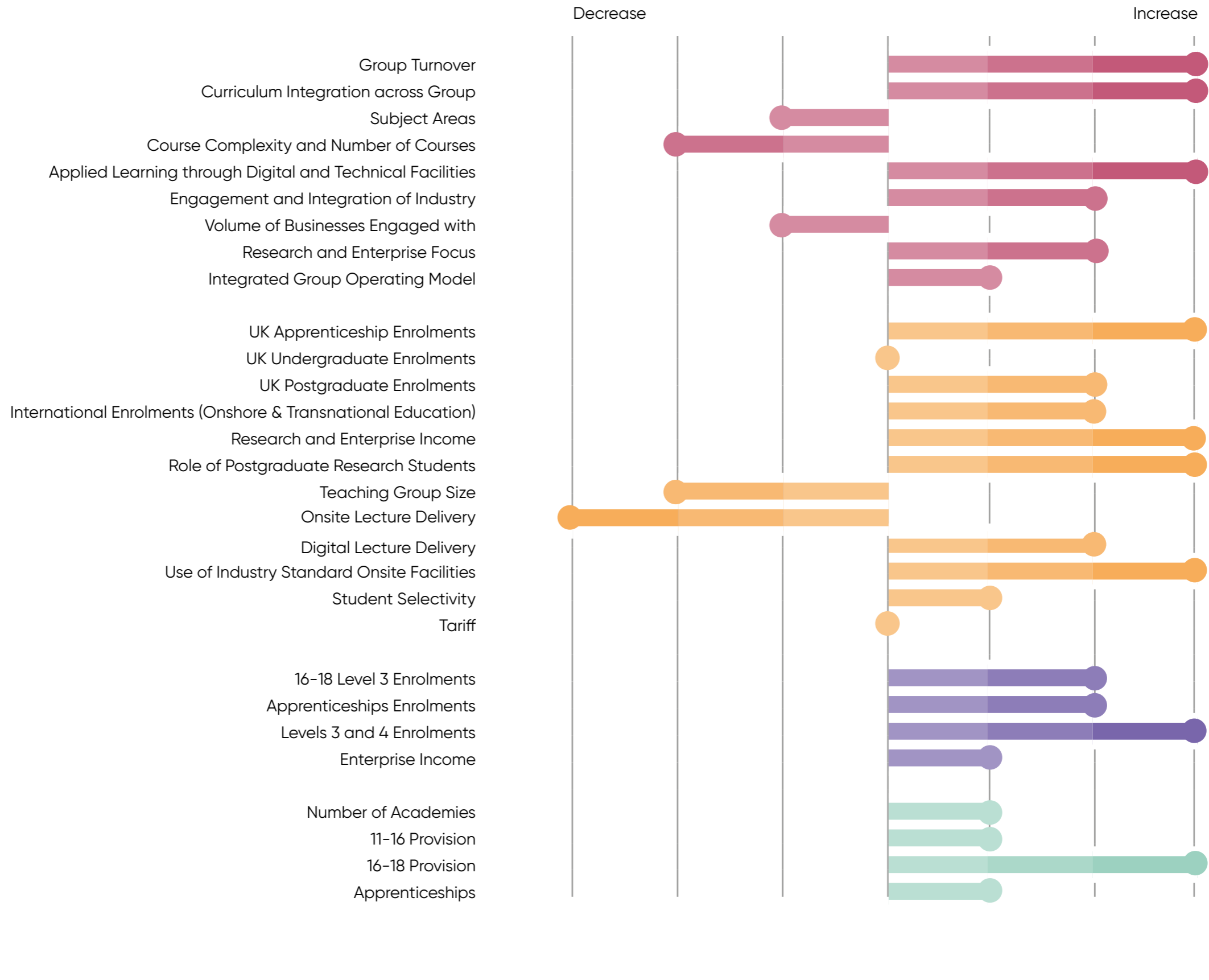
Fundraising and Philanthropy – we will engage with alumni and industry to raise funds for student support; a vibrant bursaries scheme, aligned with our brand values, will support student retention by providing access to opportunity

Planning and Budgeting – we will take a joined up approach, using information and insight driven decision-making that delivers value for money for our students and significant positive impact for the communities we work with

Capital Investment Plan – our effective approach to deliver against plans will include alternative funding options, including joint ventures, being considered to fund capital investment requirements.



Impact on the LSBU Group of the 2025 Strategy



- Group ●
- LSBU ●
- South Bank Colleges ●
- South Bank Academies ●

LSBU | GROUP

LSBU Group

103 Borough Road,
London, SE1 0AA

www.lsbu.ac.uk/about-us/lsbu-group

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**Minutes of the meeting of the South Bank Academies Board
held at 1.30 pm on Tuesday, 12 May 2020
MS Teams**

Present

Hitesh Tailor (Chair)
Nicole Louis
Hilary McCallion
Chris Mallaband
Fiona Morey
David Phoenix

Apologies

Richard Flatman
Tony Giddings
Lesley Morrison

In attendance

Michael Broadway
Dan Cundy
Richard Duke

1. Welcome

The Chair welcomed trustees to the meeting.

The purpose of the meeting was to receive input from the Board on the draft group strategy. The draft strategy focuses on 4 pillars: access to opportunity, student success, real world impact, and fit for the future. The draft strategy had been developed following extensive consultation with staff across the LSBU group. The draft strategy sets out a clear sense of why SBA exists, what it is trying to achieve and how it is different from other multi-academy trusts.

2. Group overview

The Board noted that with the creation of the LSBU group, the ambition of the strategy is to create a family of educational institutions. The aim of the family is to help make a real difference to society through providing opportunities for local people. It would do this by creating a cohesive group and developing educational pathways from level 1 to level 8 within the group.

The strategy recognises the uniqueness of each institution and aims to be flexible enough for each institution to develop its own distinctiveness.

3. SBA update

The Board noted the five current biggest areas of work in SBA:

- 1) Improving the quality of education.

- 2) Curriculum development. A more considered offer had been developed which increased the differences between the Academy and the UTC. The number of A-levels offered at the Academy had increased. The UTC had developed a health specialism.
- 3) Social and cultural capital development. There was an ongoing focus on employability.
- 4) Improving central systems, including financial processing and management systems.
- 5) Development planning. Management were assessing potential opportunities for growth. (SBA is now a registered apprenticeship training provider) and exploring wider group links, for example by contributing to a group CPD offer. There is also the opportunity to run the schools better following the pandemic, for example by using cloud-based learning platforms.

4. Strategy development to date

The Board noted an overview of the development of the draft group strategy. The goals for the four pillars would apply across group. The Board supported the proposed inclusion of the UN sustainable development goals in the strategy.

The Board emphasised the importance of all elements of the group working within the framework of the strategy to achieve the goals. The Board noted the importance of developing a 'group culture' within each institution.

The Board noted the challenges from the pandemic in achieving the strategy. The Board also noted the opportunities it presented to be innovative in the future delivery of education in SBA.

The Board noted the draft strategy would be reviewed in light of comments from the session. Similar sessions were taking place with the LSBU Board and the SBC Board. The Board would be requested to support the final draft strategy ahead of final approval by the LSBU Board in July 2020.

**Date of next meeting
5.15 pm, on Monday, 8 June 2020**

Confirmed as a true record

..... (Chair)

Agenda Item 9

	CONFIDENTIAL
Paper title:	South Bank Academies Management Accounts May 2020
Board/Committee:	South Bank Academies Board
Date of meeting:	7 July 2020
Author(s):	Om Parkash – Schools Finance Manager Helena Abrahams – Trust Business Manager
Sponsor(s):	Fiona Morey - CEO
Purpose:	For review
Recommendation:	The Board is requested to: - review the May 20 Management Accounts

Executive summary

The May 2020 Management Accounts have been presented in a slightly amended format.

Depreciation has been removed from the in year income and expenditure figures and moved to below the line so to eliminate confusion raised by Principals about the management of depreciation costs in year.

There are comments added for each line of expenditure for the Trust, UAE and UTC and consolidated report for all entities.

We have added the revised budget for 19-20 so the split between each area of income and expenditure will have moved from the March 2020 reports.

The Board is requested to review the May 2020 Management Accounts and approve the amended format for future reports.

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Management Accounts Report

Selection Criteria:

Company(s) - **South Bank Academies** ; Location(s) - **As Selected** ; Period - **2019/20.09** ; Year End Period(s) - **None** ; Budget - **Revised Budget 1920** ; Comparative Budget - **None** ; Cost Type(s) - **As Selected** ; Activities - **As Selected** ; Include Commitments - **All Commitments in the System** ; Show Detail Lines - **Show** ; Show Current Period Section - **Yes** ; Show Location As - **Consolidated**

	Consolidated										Spent (%)	Comments	
	CURRENT PERIOD				YTD TOTALS				FULL YEAR				
	Actual	Commitments	Revised Budget 1920	Variance	Actual	Commitments	Revised Budget 1920	Variance	Revised Budget 1920	Forecast			
Income													Om variance Comments
A0 - GAG funding	713,879.23	-	674,317.00	39,562.23	5,954,468.10	-	6,068,852.00	(114,383.90)	8,091,803.00	7,977,419.10	73.59 %	<p>£-114k adv variance Consolidated made up of: UAE: Net £-115k adv var due to : £-16k adv var ytd on Rates Relief Income: We have not received exp invoice so we cannot claim income from ESFA, and hence the £-16k adverse variance. £-9.4k adv for RPA insurance deduction. From aca1040 insurance. £-42.6k adv : Rev Bud made up of £164.8k teachers pension + £58.3k teachers pay= £223.1, plus £131.2k TSG=354.3k. But Actual of £127.4 made up of Teachers pay/pensions only as £131.2k TSG actual is accounted for on ACA1080. £-55.8k adv var as Pupil Prem income received for q2 oct19 £84.6k, and q3 19/20 £84.6k, q4 £84.6k (jan20- mar20). £-56k accrued income reversed from 18/19. Still expect to receive full £338k budget. Budget has been phased equally over 12 m. see ACA1050 Pupil premium. £7K FAV due to Y7 Catch Up Grant which was not expected. On ACA1051 YR7 Catchup Grant.</p> <p>UTC: £0.9 net fav var due to: £17k fav for Bursary: £9k 19/20 received in p1, £7.6k in p8, and £11k b/f from 18/19 =£27.5k actual against £10k ytd Rev budget (£14k budget profiled over 12m). Any unspent monies which are likely to be £15k will be c/f to 20/21. See utc1004 bursary income.</p> <p>£-31k adverse var in Pupil No adj - income not likely to be received. see UTC1030 pupil No adj. £-3k adv as no insurance budget. See UTC1040 Insurance. £17k fav var. £65.3K budget profiled equally over 12m. No more than £66.3k actual expected. See utc1042 ESFA Teachers pay award. £-7k adv var due to timing of Pupil Premium. Still o/s Mar20-Jun20, and need to accrue jul20 & Aug20 so that full £40201 is achieved. See utc1050 Pupil Premium. £-22k adv var. Due mainly to £29k actual for start up grant being reflected on UTC1060 but Rev Bud includes £29k on utc1055. We are now expecting £27600 MATHS, & £29000 START UP GRANT for full year. See utc1055 Other GAG. £29k fav var due to Rev Bud including Start up Grant on UTC1055 rather than UTC1060. This was correct in original budget. Actual needs moving to UTC1055. See UTC2065 Start Up Grant.</p>	
A2 - Other Govt Grants	-	-	32,177.00	(32,177.00)	469,451.21	-	289,591.00	179,860.21	386,122.00	565,982.21	121.58 %	<p>£179.9k net fav Consolidated Var made up of: UAE: Net £122k fav var made up of : £1.7k fav due to phasing of budget. £6.6k actual is for FSM. SEE aca1075 Other EFA Grants</p> <p>£135k fav due to £4.4k Claim for theft and £131k TSG. Rev Budget for £131.2K TSG is on ACA1042 . £4.4k is for theft insurance claim. see ACA1080 Other Gov Grants.</p> <p>£-14.9k adv due to £-3.9k SEN clawback by southwark for funds paid in error , and £-11k due to Rev bud being phased equally over 12m. We are only expecting £90140 act +£37410 owed by Southwark. See aca1085 SEN income.</p> <p>UTC: £57k net fav var due to : £50k fav due in main to Transition Funding being received. Budget is phased equally over 12m. See UTC1075 Other EFA Grants.</p> <p>£9.5k fav due to insurance claim for Floor. See utc1080</p> <p>£-5k adv due SEN income. There is risk that £24k income relating to Lambeth BC may not materialise for 19/20. Also Budget is incorrectly phased and full £47k will not be met. On utc1085 SEN Funding.</p> <p>£6.5k fav var: This is incorrect as Rev budget should be approx value of CAPITAL EXP which is around £27622 on utc3100 + £60750 on utc8210=£88,372 . Around £88372 income should be accrued for Capital Receipts claim 11 (to offset Exp on UTC 8210 +utc3100). See UTC 1300 Capital Income .</p>	
A3 - Private Sector Funding	-	-	17.00	(17.00)	-	-	152.00	(152.00)	203.00	51.00	-		

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Management Accounts Report

Selection Criteria:

Company(s) - **South Bank Academies** ; Location(s) - **As Selected** ; Period - **2019/20.09** ; Year End Period(s) - **None** ; Budget - **Revised Budget 1920** ; Comparative Budget - **None** ; Cost Type(s) - **As Selected** ; Activities - **As Selected** ; Include Commitments - **All Commitments in the System** ; Show Detail Lines - **Show** ; Show Current Period Section - **Yes** ; Show Location As - **Consolidated**

	Consolidated											
	CURRENT PERIOD				YTD TOTALS				FULL YEAR		SPENT	
	Actual	Commitments	Revised Budget 1920	Variance	Actual	Commitments	Revised Budget 1920	Variance	Revised Budget 1920	Forecast	(%)	
Income												Om variance Comments
A4 - Other Income	39,101.32	-	42,835.00	(3,733.68)	390,792.45	11,180.00	385,514.00	16,458.45	514,017.00	530,475.45	78.20 %	<p>£16.5K Net Consolidated Variance</p> <p>UAE: Net £54k fav var due to: £28.0k fav var due to £20k Restore The music Grant, £5677 Hopewell Grant, £1200 PGCE students, £1200 Youth Games . On ACA1090 Other Self Gen income.</p> <p>£-7.5k adv var due to schools being closed following COVID19. on ACA1105 Lettings Income.</p> <p>£11k fav var is incorrect as this relates to PORD 1854 Intervention & Access Proj £11,180 which is an exp commitment (deleted in Jun20). See ACA1125 Staff consultancy.</p> <p>£20.9k fav variance due in main to Rev budget phasing. (Rev Budget reduced from £114.8k to £20k. Also includes Accr reversal of £1671 (Creditor bal from 18/19) income. With schools being closed actual of around £36k is expected. On ACA1125 Catering income.</p> <p>UTC: £-37.8k adv net due to : £-6k adv due to non -receipt of other income budget. Have only received £1k for Library. On utc1110 Other Income.</p> <p>£-31.9k adv due to £21k debtor reversal (31.8.19) in p1 from 18/19. and no income being received from pupils. Fcast is likely to be £-35.651k adverse (£15k budget + 21k accr rev). See utc1125 catering income.</p>
Total Income	752,980.55	-	749,346.00	3,634.55	6,814,711.76	11,180.00	6,744,109.00	81,782.76	8,992,145.00	9,073,927.76	75.91 %	
Expenditure												
Staffing Expenditure												
B0 - Teaching Staff	308,849.76	-	351,106.00	42,256.24	2,941,180.18	-	3,152,663.00	211,482.82	4,217,897.00	4,006,414.18	69.73 %	
B1 - Educational Support Staff	31,506.32	-	77,561.00	46,054.68	318,045.43	-	677,703.00	359,657.57	908,367.00	548,709.43	35.01 %	
B2 - Premises Staffing	10,945.58	-	12,057.00	1,111.42	95,996.24	-	87,092.00	(8,904.24)	123,263.00	132,167.24	77.88 %	
B3 - Admin Staffing	111,897.37	-	70,635.00	(41,262.37)	955,557.29	-	566,806.00	(388,751.29)	778,718.00	1,167,469.29	122.71 %	
B4 - Other Staff	-	-	2,466.00	2,466.00	568.75	-	33,105.00	32,536.25	40,503.00	7,966.75	1.40 %	
B5 - Agency Staff	27,240.40	-	16,993.00	(10,247.40)	335,279.97	-	152,937.00	(182,342.97)	203,916.00	386,258.97	164.42 %	
Total Staffing Expenditure	490,439.43	-	530,818.00	40,378.57	4,646,627.86	-	4,670,306.00	23,678.14	6,272,664.00	6,248,985.86	74.08 %	<p>Net £23.7k fav var consolidated:</p> <p>UAE: £15.7K fav due in main to delays in recruitment of substantive staff, partly being offset by overspend in Agency staff.</p> <p>UTC: Net £13.7.k fav variance due mainly; £118k u/s due to delays in recruitment of teaching staff /EDUCAT SUPPORT STAFF and Premises substantive staff which is offset by £-104.5k o/s in Agency staff.</p> <p>MAT: £-5.7k adv on staffing due to; £-3.6k ytd adverse mainly result of Agency staff M Jinadu £3.25k hired by Clym for accountancy work. £0.4K Premises staff, £-2.k ADV on substantive posts.</p>
C0 - Maintenance of Premises	3,901.09	5,261.00	6,391.00	(2,771.09)	58,257.76	6,838.43	57,517.00	(7,579.19)	76,690.00	84,269.19	84.88 %	<p>Net £-7.5k adv var consolidated:</p> <p>UAE: net £6.5k fav var YTD due to the unpredictable nature of maintenance associated with building. Note : £3k on 6th form furniture, £2.6k on door (which can potentially be capitalised) are included within revenue accounts and need caoitalising. See ACA3000 Building Maint.</p> <p>UTC: £-14k adv var due : £-14K ADV due in main to combination of £1k spend on machine installation, incurred £10k on Impact Flooring Services (poin8401) . Note: we received insurance claim of 9.5k (on line UTC 1080) . On UTC 3000 Building Maint.</p>

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Selection Criteria:

Company(s) - **South Bank Academies** ; Location(s) - **As Selected** ; Period - **2019/20.09** ; Year End Period(s) - **None** ; Budget - **Revised Budget 1920** ; Comparative Budget - **None** ; Cost Type(s) - **As Selected** ; Activities - **As Selected** ; Include Commitments - **All Commitments in the System** ; Show Detail Lines - **Show** ; Show Current Period Section - **Yes** ; Show Location As - **Consolidated**

	Consolidated										Spent (%)	Comments	
	CURRENT PERIOD				YTD TOTALS				FULL YEAR				
	Actual	Commitments	Revised Budget 1920	Variance	Actual	Commitments	Revised Budget 1920	Variance	Revised Budget 1920	Forecast			
Income													
C1 - Other Occupational Costs	35,422.16	6,830.00	37,232.00	(5,020.16)	267,860.50	22,396.87	335,090.00	44,832.63	446,786.00	401,953.37	64.97 %	<p>Net £44.8k fav var consolidated:</p> <p>UAE: Net £10.8k fav var due to :</p> <p>E-10.3k adv ytd due to fact that May 20 invoice E843*4w=£3372/m (at reduced cost of £843/w) is o/s . Budget should be at least £8785*12m=£105k. There will be savings arising due to closure of school from April20 to Aug20. See aca3105 Cleaning Contract.</p> <p>E-3.9K ADV ytd as budget simply too low on ACA3110 Cleaning Mats.</p> <p>E-6.9k adv ytd .Should have had a value in Rev Budget as actual costs for Building Management system. actual is £310/m for Buildings Mgt System ie budget should be £3.7k. See aca3120 buildings Mgt System.</p> <p>E-1.9k adv var due to Refuse Deisposal being running at around £1.3k/m. see ACA3125 Refuse Disposal.</p> <p>£3.6k fav as about £650 approx is o/s for jan20-may20. depends on water usage. See aca3200 Water/Sewerage.</p> <p>£27k fav var. Southwark are not charging us for Hot Water. Need to accrue for £35k-£36k for full year 19/20 for "The MAYOR & BURGESSES of the London Bor of Southwark". (I had accrued £35k in 18/19 at year end on aca3201). ON ACA3205 gas.</p> <p>E-10.9k adv ytd due to colder winter. Also about £9k+£5k=£14k o/s for for mar20 and apr20, and say £6k for may20. Full Budget should be around £9.5*12m=£114k . See aca3210 Electricity.</p> <p>£16.6K fav var ytd. This should be offset by ACA1020 Rates income. Fav as no invoice yet received for rates and no accruals made. The £32.75k costs is for Sep19 to Jan20. We have not yet received an invoice for 20-21 year of around £65k, which will have to be prepaid for Apr20 to Aug20, and Sep20 to Jan21 and also claim 100% from ESFA (on aca1020). See aca3250 rates expenditure.</p> <p>£9.4k fav var as cost of this is on line aca1040 Insurance income. See aca3260 insurance exp.</p> <p>E-1.7k adv var on Fire alarm Maintenance SEE ACA3300 Fire Alarm & ext.</p> <p>E-2.2k adv var ytd. Actual £5.9k ytd includes £4231 for 1.8.19 to 31.8.20 ie full ytd paid. Budget is phased equally over 12m and Rev Bud should be £9k. See aca3305 Security Alarm.</p> <p>E-7k adv due to various h&s works ie gas/kitchen safety checks, fumigation, filters. Rev Bud should be £8k. See ACA3330 H&S.</p> <p>UTC: £36k net fav var due;</p> <p>E-35K ADV (£27.6K Act plus £7.8k Commit). This Spend will be hopefully be offset by claims10/11/12 Income once received. Additionally Items over £2k need to be analysed out and capitalised on B/S and be subject to depreciated . On utc3100.</p> <p>£2.4k fav result of small saving in Mar20 &Apr . May 20 inv still o/s but cost should be reduced to £43.5/w *4=£175/m on contract price due to schools closed/covid 19. Sep19 to Ap20 20 invoices paid. No more contract payments of £2948/m for May20-Aug20, other than some adhoc deep cleaning. See utc3105 Cleaning.</p> <p>£1.2k fav ytd: on UTC3110 cleaning materials. On utc3110 cleaning mats.</p> <p>£17.8k fav var due to £6690 17/18 accrual, and £6690 18/19 accruals being reversed in p1 and not being re-input. Need to accrue £6690 for 11.9.17-31.8.18, and £6690 for Sep18-Aug19, and then allow £6690/12M £557.5/M for 19/20. Trinity are not invoicing on time. on utc3200 Water.</p> <p>£17.7k fav var: No invoices received from Trinity. Usually should be approx £1k-2k/m. And no accruals made. On utc3205 Gas.</p> <p>£28.8k fav var: July 19 Accrual of £4.5k reversed in p1 which still appears not to have been invoiced by Trinity - This should have been Re-accrued. Aug19 to Nov19 invoices received but Dec 19 to May 20 still o/s plus jul19 £4.5k still o/s. Invoices should be approx £4.5k/m . On UTC 3210 Electricity.</p> <p>£3k fav as no actual charge for Insurance as its via ESFA and is accounted for in Income reduction on utc1040. So will be saving of</p>	

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Selection Criteria:

Company(s) - **South Bank Academies** ; Location(s) - **As Selected** ; Period - **2019/20.09** ; Year End Period(s) - **None** ; Budget - **Revised Budget 1920** ; Comparative Budget - **None** ; Cost Type(s) - **As Selected** ; Activities - **As Selected** ; Include Commitments - **All Commitments in the System** ; Show Detail Lines - **Show** ; Show Current Period Section - **Yes** ; Show Location As - **Consolidated**

	Consolidated											Om variance Comments
	CURRENT PERIOD				YTD TOTALS				FULL YEAR		SPENT	
	Actual	Commitments	Revised Budget 1920	Variance	Actual	Commitments	Revised Budget 1920	Variance	Revised Budget 1920	Forecast	(%)	
Income												
D0 - Educational Supplies and Services	81,972.11	43,136.24	65,112.00	(59,996.35)	607,466.16	89,342.25	585,958.00	(110,850.41)	781,294.00	892,144.41	89.19 %	<p>Net £-110k adv var consolidated:</p> <p>UAE: Net £-53k adv var due to :</p> <p>E-4.7k Adv var due to Visionaries payments of £12.5k *3=£37.5k invoices (these are likely to be deferred to 20/21 fin yr). See aca4000 STUDENT Rewards.</p> <p>E22k fav ytd adv var due to:Rev budget being phased evenly through out year. See aca4005 books.</p> <p>£37k FAV VAR due to lower costs initially . Assets to be capitalised all actioned in p6 except £2700 for 45 tables ACPI6298. Additionally there is music equipoment of £5235 Steel Pans ACPI 6521, and £3528 for 15* Pianos from UCAN PLAY poin2440 (part of £20k Restore the MUSICc Grant) . Total assets that need moving is 2700+5235+3528=£11463.</p> <p>However full budget likely to be met. On ACA4010 Equimnet (not ict).</p> <p>E-27k adv var due to £35.6k PO commitments which should be capitalised in b/s once invoice received i.e.pord 1981 for £33900 for 200 ASUS Chromebooks. see ACA4015 IT equip (laptops).</p> <p>E-18k adv var due to general purchase associated with curriculum.Do not know why previous budget was removed in Rev Bud. See ACA4020 Stionery .</p> <p>E-16k adv var as no budget for phiocopier Charges on ACA4025 Photocopier. (all budget on ACA5120)</p> <p>E-1.8k adv due simply for payment to students in need of bursaries.</p> <p>E-2.5k adv due to PO committment for Day a0 and enrichment activities. See ACA4060 pupil led events.</p> <p>£3k fav var due to lack of spend on ACA4061 Community events.</p> <p>£8k ytd fav var due to general u/s against ytd budget, Maybe small saving on Rev Bud. (includes invoices for coaching , Alternative Provision, Mentoring , Ed Welfare, SEND, The Access Proj, Music tuton. See aca4135 prof services.</p> <p>E-14.5k adv var due to subscription payments for various servuices e.g. london Network membership, PIXCEL, VIVA , Newspapers, School Learning Partnership, NQTT, MCT membership, Oliver Hosting etc.. Basically rev Bud understated. See ACA4140 Subscriptions.</p> <p>E-4k adv var due to exam invigilation in Jan and feb20. see aca4145 Exam Invigilation.</p> <p>E-15k adv on exam fees Due to old £35k invoices from Pearson that we never received. And budget being phased over 12m equally. see ACA4150 Exams.</p> <p>E-13k adv var due to fixed asset spend that has not been moved to b/s ie £1944+£1051 for 2*nokon digi cams poin 2472, £2794 10* go pro lmachines poin 2472, £9000 1* dell power edge poin 2473, + £2156 2 13.3inc macbooks, making it £16945 that should be capitalised. See aca4155 IT equipment.</p> <p>£3.6k fav due to covid 19 no trips /lack of trips see ACA6500 Trips.</p> <p>E-10.7k adv as £10.3k original budget removed in rev bud.</p> <p>UTC: £-53k net adv var due to:</p> <p>£11k FAV as very little spend on UTC4000 Student Rewards.</p> <p>E-5.6k adv on UTC4005 Books as no budget.</p> <p>E-19.2k adv on professional services (careers ad, tutoring, counselling, speech Ther). on UTC4135 Prof Services.</p> <p>E-15k adv due to £10k being for Baker dearing licence, and £4k for actuals and commitments. Budgetr simply too low. On utc4140 subs, And £-24k adv as Rev budget under-stated on UTC4150 Exams.</p>

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Company(s) - **South Bank Academies** ; Location(s) - **As Selected** ; Period - **2019/20.09** ; Year End Period(s) - **None** ; Budget - **Revised Budget 1920** ; Comparative Budget - **None** ; Cost Type(s) - **As Selected** ; Activities - **As Selected** ; Include Commitments - **All Commitments in the System** ; Show Detail Lines - **Show** ; Show Current Period Section - **Yes** ; Show Location As - **Consolidated**

	Consolidated										Om variance Comments	
	CURRENT PERIOD				YTD TOTALS				FULL YEAR			SPENT
	Actual	Commitments	Revised Budget 1920	Variance	Actual	Commitments	Revised Budget 1920	Variance	Revised Budget 1920	Forecast		(%)
Income												
EO - Other Supplies and Services	217,522.19	1,257.12	92,099.00	(126,680.31)	919,368.40	13,675.45	828,892.00	(104,151.85)	1,105,199.00	1,209,350.85	84.42 %	<p>Net £-104K adv consolidated made up of: UAE: Net £-140.7k adv var made up of: £-88.7k adv mainly because budget is understated as it should be at least £166k (maybe other part of budget is on aca5020 FSM). Feb inv for £13812 is still o/s. We may be able to make savings as School was closed From Apr20 onwards of £13812*5m=£69k. See ACA5000 Catering. £-6.9k adv due to maintenance of catering equip which has been insufficiently budgeted for. Rev Bud should have been for around £9k. See ACA5010 Catering Equip. £99K Fav. (Part of this budget should be with ACA5000). We will incur spend of 259fsm*15=3885/w plus 22 hardship*15=330/w at total £4215/w*4w=£16,860 for april: Projected as £37.7+ (16.86*3m jun-aug20)=£50.58k giving £37.680+50.58=£88.26k approx.. see ACA5020 fsm. £-11.K ADV due to talk Straight Invoice for Broadband ?. See ACA5100 Telephone Costs. £4.5k fav as only spend has been on 6th form prospectus, Marking for 6th Form, and open evening. See ACA5110 advertising. £-2.2k adv due to Franking mach top UP for mail to students following COVID19. see ACA5115 POSTAGE. £9K FAV because budget should have been part allocated to ACA4025 which has £16k adv var. see ACA5120 Photocopying /Printing. £-138k adv var due to payment of previous years £146k inv to Southwark. This was accrued for at £175k but accrual reverses out in p10. see ACA5135 IT services. £-20k adv AS NO BUDGET FOR Text messages, FSM Checker, Payroll, Arts markl award, Ed Welfare, Ed Website Design, Free Soul Councelling. There is £6349 prepayment value in 19/20 which needs moving to 20/21. SEE ACA5140 Prof Fees Non Educ. £12K FAV VAR due to general u/s. ON aca5145 General Office Costs. £1.5k fav var due to delayed spend against budget. Additionally there is £2019 for 120*Titan Chairs that need capitalising. See aca5200 furn & Equip UTC: Net £-21k adv var due to : £-32k adv as budget simply undetsated. We have received £6721/m Sep19 to Mar20=£47k. There should be no more invoices From Apr20 to Aug20 (£6721*5m=£33605 saving because of COVID19 & re-negotiations). Actual budget for Catering should have been £80,652 (£41576 of this is on UTC5015). See UTC5000 Catering. £30.8k fav as budget (should have gone to catering) is overstatred on UTC5015 Catering consumables. £-6k adv due to Wonde payments. Money should be recoverable. See utc5020 FSM. £-12.4k adv due to website design £5k, and Bus Advisertising £3.2k . see UTC5110 Advertising. £2.5k fav as May Pallant invoice not yet received in p9. see utc5135 IT services. £-6671 incorrect var. Cannot have neg Rev Budget for expenditure (OrigBudget was £8668) . On UTC5200 Furn& E. MAT: £57.6k fav net var due: £27.6k fav var ON MAT5110 Advertising due to 18/19 accruals for Brand £15k +£3k Marketing reversing out and not being re-input, and no actual invoices to offset, plus £-7344 PO commitments. £10k underspend on Prof Services asso with HR, Legal, Isbu clerking services, PSF consultancy (Sonia R). Delays in Board Meetings due to COVID 19 means that costs for clerking have noit come through and have not been accrued. On MAT5140 Prof Services.</p>
FO - ICT Costs (Non Capital)	12,965.06	-	4,467.00	(8,498.06)	130,275.07	7,148.94	40,205.00	(97,219.01)	53,610.00	150,829.01	256.34 %	<p>Net £-97.2k adv var consolidated UAE: Net £-52k adv var made up of: £-13k adv due to fix asset spend that needs moving to b/s ie £4278+£134 for 6*micro surf pr poin2471/2487. also Dell optiplex £1499, and £1369 for IPAD (both less than £2k capital limit) needed for teachers due to CIOVID 19. See ACA5200 IT equipmnt. £2.5k fav var as no spend against IT consumablres see ACA5305. £-40k adv due to purchase of capita licences/senso/seneca/award scheme, E-learning/zoom, IRIS Connect. Also £23981 are for prepaid invoices that need adj from 19/20 into 20/21 fin yr. see ACA5310 Licensing. UTC: Net £-28.7k adv due to: £-14k on VIRGIN Broadband, £-9k on other licences (SIMS, HOC, RULER etc) . Also some capita invoices should be adj for prepayments (utpi12084 £1024, poin2492 £528 , utpi2107 £3100) on utc5310 IT Licencing. MAT: Net £-16.5k adv var due to : £-2.3k adv due to Hoaeli laptop and Ext Hard drive purchase, plus po committments. On MAT5300 IT Equipment. £-14k adv on MAT5310 IT licencing due to additional licences and clouid licences (includes £2.5k Senior Engineer attendance result of COVID19) . See mats5310 IT Licencing.</p>

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Management Accounts Report

Selection Criteria:

Company(s) - **South Bank Academies** ; Location(s) - **As Selected** ; Period - **2019/20.09** ; Year End Period(s) - **None** ; Budget - **Revised Budget 1920** ; Comparative Budget - **None** ; Cost Type(s) - **As Selected** ; Activities - **As Selected** ; Include Commitments - **All Commitments in the System** ; Show Detail Lines - **Show** ; Show Current Period Section - **Yes** ; Show Location As - **Consolidated**

	Consolidated										
	CURRENT PERIOD				YTD TOTALS				FULL YEAR		SPENT
	Actual	Commitments	Revised Budget 1920	Variance	Actual	Commitments	Revised Budget 1920	Variance	Revised Budget 1920	Forecast	(%)
Income											
G0 - Staff Development	4,576.46	50.00	9,194.00	4,567.54	136,380.70	13,124.99	82,745.00	(66,760.69)	110,319.00	177,079.69	135.52 %
H0 - Other GAG Expenses	-	-	-	-	-	-	-	-	-	-	-
I0 - Depreciation	37,550.92	-	-	(37,550.92)	326,557.64	-	-	(326,557.64)	-	326,557.64	-
Total Other Expenditure	393,909.99	56,534.36	214,495.00	(235,949.35)	2,446,166.23	152,526.93	1,930,407.00	(668,286.16)	2,573,898.00	3,242,184.16	100.96 %
Total Expenditure	884,349.42	56,534.36	745,313.00	(195,570.78)	7,092,794.09	152,526.93	6,600,713.00	(644,608.02)	8,846,562.00	9,491,170.02	81.90 %
Surplus / (Deficit) excl. Capital	(131,368.87)	(56,534.36)	4,033.00	(191,936.23)	(278,082.33)	(141,346.93)	143,396.00	(562,825.26)	145,583.00	(417,242.26)	
Surplus / (deficit) excl. capital (as above)	(131,368.87)	(56,534.36)	4,033.00	(191,936.23)	(278,082.33)	(141,346.93)	143,396.00	(562,825.26)	145,583.00	(417,242.26)	
Add back: Depreciation (above)	37,550.92	0.00	0.00	(37,550.92)	326,557.64	0.00	0.00	(326,557.64)	0.00	326,557.64	
Surplus / (Deficit) excl Depreciation	(93,817.95)	(56,534.36)	4,033.00	(154,385.31)	48,475.31	(141,346.93)	143,396.00	(236,267.62)	145,583.00	(90,684.62)	
B/F Surplus / Deficit (note 16 Fin Stats 18-19)										1,452,000.00	

Om variance Comments

Net £-66.7k adv var consolidated:

UAE; £-20k adv var made up of :

£4k fav mainly due to timing of invoices. Also £5750 is prepmt adj that needs moving from 19-20 TO 20-21. SEE aca6000 COURSE Fees

£-26K Adverse due to Actual costs of £5.9k Placement fee of L Kamalathsan, and £5.2k placement fee for Jeese Tucker, and £112K TES subscription (£1.7k/m). £3k Drag Sukeri Finders fee, £1.5k Guardian jobs, £4.1k Djaouda T, £4.1k Fariha Choudhury Plus £5K TES Commitment - see ACA6010 Recruitmewnt fees.

UTC: Net £-28.7k adv due to

£2.4k fav due to general under spend on courses. See utc6000 course fees.

£-32k adverse due mainly to; Recruitment fees for; £8.9k Science Teacher, and £4.5k Donna Short, and 2K for Theresea Uzoka (but we had budget for her), £6.6k TES Subscription in p4, £3.3K Edwin C placement Fee p5 , £1.5K Gurdian Recruitem. £2.9k S Tairat placement and commitment for TES on utc6010 Recruitment fees.

£-0.9k adv due to food/snacks/pizza for staff/students. On utc6025 Hospiatality.

MAT : Net £-18.1k adv var due to:

£3k fav due to small underspend on Course fee MAT6000.

£-23k adv var: result of £10.5k recruitment fee for Om Parkash, £13.9K fee for Helena. On mat6010 Recruitement fees.

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Management Accounts Report

Selection Criteria:
 Company(s) - **South Bank Academies** ; Location(s) - **MAT - South Bank Academies** ; Period - **2019/20.09** ; Year End Period(s) - **None** ; Budget - **Revised Budget 1920** ; Comparative Budget - **None** ; Cost Type(s) - **As Selected** ; Activities - **As Selected**
 ; Include Commitments - **All Commitments in the System** ; Show Detail Lines - **Show** ; Show Current Period Section - **Yes** ; Show Location As - **Non-Consolidated**

	MAT - South Bank Academies Trust											Variance Comments by Om
	CURRENT PERIOD				YTD TOTALS				FULL YEAR		SPENT	
	Actual	Commitments	Revised Budget 1920	Variance	Actual	Commitments	Revised Budget 1920	Variance	Revised Budget 1920	Forecast	(%)	
A4 - Other Income	37,796.79	-	37,768.00	28.79	340,101.32	-	339,912.00	189.32	453,214.00	453,403.32	75.04 %	
<i>MAT1110 - Other Income</i>	-	-	-	-	-	-	-	-	-	-	-	
<i>MAT1120 - Staff Services - Consultancy</i>	-	-	-	-	-	-	-	-	-	-	-	
<i>MAT1155 - Head Office Recharge Income</i>	<u>37,768.00</u>	-	37,768.00	-	<u>339,910.00</u>	-	339,912.00	(2.00)	453,214.00	453,212.00	75.00 %	
<i>MAT1200 - Bank Interest</i>	<u>28.79</u>	-	-	28.79	<u>191.32</u>	-	-	191.32	-	191.32	-	
Total Income	37,796.79	-	37,768.00	28.79	340,101.32	-	339,912.00	189.32	453,214.00	453,403.32	75.04 %	
Expenditure												
Staffing Expenditure												
B0 - Teaching Staff	2,255.96	-	13,370.00	11,114.04	30,755.74	-	120,330.00	89,574.26	160,437.00	70,862.74	19.17 %	
<i>MAT2000 - Teachers - Salaries/Allowances</i>	-	-	9,797.00	9,797.00	<u>9,271.84</u>	-	88,173.00	78,901.16	117,565.00	38,663.84	7.89 %	
<i>MAT2005 - Teachers - N.I.</i>	-	-	1,253.00	1,253.00	<u>1,180.29</u>	-	11,277.00	10,096.71	15,033.00	4,936.29	7.85 %	
<i>MAT2010 - Teachers - Supn</i>	<u>2,255.96</u>	-	2,320.00	64.04	<u>20,303.61</u>	-	20,880.00	576.39	27,839.00	27,262.61	72.93 %	
B3 - Admin Staffing	24,363.41	-	13,372.00	(10,991.41)	211,916.26	-	120,348.00	(91,568.26)	160,471.00	252,039.26	132.06 %	
<i>MAT2630 - Finance & Admin - Salaries</i>	<u>21,211.03</u>	-	10,217.00	(10,994.03)	<u>177,230.56</u>	-	91,953.00	(85,277.56)	122,604.00	207,881.56	144.56 %	
<i>MAT2635 - Finance & Admin - NI</i>	<u>2,424.88</u>	-	1,112.00	(1,312.88)	<u>20,673.63</u>	-	10,008.00	(10,665.63)	13,346.00	24,011.63	154.91 %	
<i>MAT2640 - Finance & Admin - Supn</i>	<u>727.50</u>	-	2,043.00	1,315.50	<u>14,012.07</u>	-	18,387.00	4,374.93	24,521.00	20,146.07	57.14 %	
B5 - Agency Staff	-	-	-	-	3,682.00	-	-	(3,682.00)	-	3,682.00	-	
<i>MAT2805 - Agency Supply Cover - Support</i>	-	-	-	-	<u>2,500.00</u>	-	-	(2,500.00)	-	2,500.00	-	
<i>MAT2810 - Agency Supply Cover - Premises</i>	-	-	-	-	<u>432.00</u>	-	-	(432.00)	-	432.00	-	
<i>MAT2815 - Agency Supply Cover - Admin</i>	-	-	-	-	<u>750.00</u>	-	-	(750.00)	-	750.00	-	
Total Staffing Expenditure	26,619.37	-	26,742.00	122.63	246,354.00	-	240,678.00	(5,676.00)	320,908.00	326,584.00	76.77 %	£-5.7k adv on staffing due to; £-3.6k ytd adverse mainly result of Agency staff M Jinadu £3.25k hired by Clym for accountancy work. £0.4K Premises staff, £-2.k ADV on substantive posts.
C1 - Other Occupational Costs	-	-	-	-	353.22	202.72	-	(555.94)	-	555.94	-	
<i>MAT2840 - Healthcare Scheme</i>	-	-	-	-	-	-	-	-	-	-	-	
<i>MAT3110 - Cleaning Materials</i>	-	-	-	-	<u>353.22</u>	<u>202.72</u>	-	(555.94)	-	555.94	-	
D0 - Educational Supplies and Services	-	363.92	100.00	(263.92)	(1,468.41)	7,290.89	900.00	(4,922.48)	1,200.00	6,122.48	485.21 %	
<i>MAT4000 - Student Rewards</i>	-	-	100.00	100.00	-	-	900.00	900.00	1,200.00	300.00	-	
<i>MAT4010 - Equipment (Not IT)</i>	-	-	-	-	<u>116.05</u>	<u>17.00</u>	-	(133.05)	-	133.05	-	
<i>MAT4020 - Stationery</i>	-	<u>363.92</u>	-	(363.92)	<u>(2,122.46)</u>	<u>1,233.89</u>	-	888.57	-	(888.57)	-	£1.0k fav due to Accrual Reversals of stationery accruals from 18/19. See MAT4135
<i>MAT4135 - Professional Services - Educational</i>	-	-	-	-	-	<u>2,040.00</u>	-	(2,040.00)	-	2,040.00	-	£-2.0k adverse due to PO commitment pord1620 on MAT4135 Prof Services.

Management Accounts Report

Selection Criteria:
 Company(s) - **South Bank Academies** ; Location(s) - **MAT - South Bank Academies** ; Period - **2019/20.09** ; Year End Period(s) - **None** ; Budget - **Revised Budget 1920** ; Comparative Budget - **None** ; Cost Type(s) - **As Selected** ; Activities - **As Selected**
 ; Include Commitments - **All Commitments in the System** ; Show Detail Lines - **Show** ; Show Current Period Section - **Yes** ; Show Location As - **Non-Consolidated**

	MAT - South Bank Academies Trust											Variance Comments by Om	
	CURRENT PERIOD				YTD TOTALS				FULL YEAR		SPENT		
	Actual	Commitments	Revised Budget 1920	Variance	Actual	Commitments	Revised Budget 1920	Variance	Revised Budget 1920	Forecast	(%)		
MAT4140 - Subscriptions	-	-	-	-	538.00	4,000.00	-	(4,538.00)	-	4,538.00		-	- £4.5k adverse due to £500 Actual for PS Link, and PORD1585 commitemet with Lambeth School Partnership on MAT4140 subscriptions.
E0 - Other Supplies and Services	642.49	1,257.12	8,408.00	6,508.39	10,610.91	7,413.54	75,672.00	57,647.55	100,906.00	43,258.45	17.86 %	<p>£57.6k fav net var due: £3k FAV due to 18/19 accrual reversing for £6k and actual invoice for £3k only on MAT5015 catering.</p> <p>£27.6k fav var due to: £23k accruals reversing out ; P1: £2.4k fav var due in main to reversal of £1621 pord537 utc booklets 18/19 accrual not needed, and Marketing video costing £4965 instead of £6000 which was accrued in 18/19 and now reverses in p1 giving a saving of £1035. £18k advertising accruals (£15k brand +£3k marketing) reversing out and not being re-input, and no actual invoices to offset. £-7344 PO committments.</p> <p>£2k u/spend on photocopying. No recharges coming through from LSBU. On MAT5120 Photocopying & printing.</p> <p>£10k underspend on Prof Services asso with HR, Legal, Isbu clerking services, PSF consultancy (Sonia R). Delays in Board Meetings due to COVID 19 means that costs for clerking have noit come through and have not been accrued. On MAT5140 Prof Services.</p> <p>£-0.6k adv largely due to £800 miscoding for software licence costs (should be on mat5310). See MAT5130 Stationery admin.</p> <p>£13k fav due lack of accruals for o/s invoices.The £9k actual relates to additional costs on TPS EOYC/AAR Interim Audit than expected for Kingston Smith Audit on MAT5151 Audit Costs.</p>	
MAT5000 - Catering Food/Drink	-	-	-	-	47.47	-	-	(47.47)	-	47.47		-	
MAT5015 - Catering Consumables	-	-	-	-	(3,005.54)	68.70	-	2,936.84	-	(2,936.84)		-	- £3K FAV due to 18/19 accrual reversing for £6k and actual invoice for £3k only on MAT5015 catering.

Management Accounts Report

Selection Criteria:
 Company(s) - South Bank Academies ; Location(s) - MAT - South Bank Academies ; Period - 2019/20.09 ; Year End Period(s) - None ; Budget - Revised Budget 1920 ; Comparative Budget - None ; Cost Type(s) - As Selected ; Activities - As Selected ; Include Commitments - All Commitments in the System ; Show Detail Lines - Show ; Show Current Period Section - Yes ; Show Location As - Non-Consolidated

	MAT - South Bank Academies Trust											
	CURRENT PERIOD				YTD TOTALS				FULL YEAR		SPENT	
	Actual	Commitments	Revised Budget 1920	Variance	Actual	Commitments	Revised Budget 1920	Variance	Revised Budget 1920	Forecast	(%)	
MAT5110 - Advertising	-	<u>1,257.12</u>	1,333.00	75.88	<u>(22,980.93)</u>	<u>7,344.84</u>	11,997.00	27,633.09	16,000.00	(11,633.09)	(97.73) %	Variance Comments by Om £27.6k fav var due to: £23k accruals reversing out ; P1: £2.4k fav var due in main to reversal of £1621 pord537 utc booklets 18/19 accrual not needed, and Marketing video costing £4965 instead of £6000 which was accrued in 18/19 and now reverses in p1 giving a saving of £1035. £18k advertising accruals (£15k brand +£3k marketing) reversing out and not being re-input, and no actual invoices to offset. £-7344 PO committments.
MAT5115 - Postage	-	-	-	-	<u>66.70</u>	-	-	(66.70)	-	66.70	-	
MAT5120 - Photocopying / Printing	-	-	250.00	250.00	-	-	2,250.00	2,250.00	3,000.00	750.00	-	- £2k u/spend on photocopying. No recharges coming through from LSBU. On MAT5120 Photocopying & printing.
MAT5130 - Stationery - Admin	<u>24.82</u>	-	33.00	8.18	<u>914.66</u>	-	297.00	(617.66)	400.00	1,017.66	228.67 %	- £-0.6k adv largely due to £800 miscoding for software licence costs (should be on mat5310). See MAT5130 Stationery admin.
MAT5135 - IT Support Services	-	-	-	-	<u>585.00</u>	-	-	(585.00)	-	585.00	-	- £-0.6k adv for software licences . See MAT5135 IT Support Services.
MAT5140 - Professional Services - Non Educational	<u>587.67</u>	-	4,083.00	3,495.33	<u>26,626.29</u>	-	36,747.00	10,120.71	49,000.00	38,879.29	54.34 %	- £10k underspend on Prof Services asso with HR, Legal, lsbu clerking services, PSF consultancy (Sonia R). Delays in Board Meetings due to COVID 19 means that costs for clerking have noit come through and have not been accrued. On MAT5140 Prof Services.
MAT5145 - General Office Costs	-	-	-	-	-	-	-	-	-	-	-	
MAT5150 - Central services Cost	-	-	-	-	-	-	-	-	-	-	-	
MAT5151 - Audit Costs	-	-	2,500.00	2,500.00	<u>9,010.00</u>	-	22,500.00	13,490.00	30,000.00	16,510.00	30.03 %	- £13k fav due lack of accruals for o/s invoices.The £9k actual relates to additional costs on TPS EOYC/AAR Interim Audit than expected for Kingston Smith Audit on MAT5151 Audit Costs.
MAT5155 - Bank Charges	<u>30.00</u>	-	-	(30.00)	<u>390.00</u>	-	-	(390.00)	-	390.00	-	

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Management Accounts Report

Selection Criteria:
 Company(s) - **South Bank Academies** ; Location(s) - **MAT - South Bank Academies** ; Period - **2019/20.09** ; Year End Period(s) - **None** ; Budget - **Revised Budget 1920** ; Comparative Budget - **None** ; Cost Type(s) - **As Selected** ; Activities - **As Selected**
 ; Include Commitments - **All Commitments in the System** ; Show Detail Lines - **Show** ; Show Current Period Section - **Yes** ; Show Location As - **Non-Consolidated**

	MAT - South Bank Academies Trust											
	CURRENT PERIOD				YTD TOTALS				FULL YEAR		SPENT	
	Actual	Commitments	Revised Budget 1920	Variance	Actual	Commitments	Revised Budget 1920	Variance	Revised Budget 1920	Forecast	(%)	
MAT5200 - Furniture/Equipment	-	-	209.00	209.00	(1,042.74)	-	1,881.00	2,923.74	2,506.00	(417.74)	(41.61) %	Variance Comments by Om £2.9k FAV ytd due to; £10k accrual rev from 18/19 but actual invoices only £9k for office configuration giving £1k saving , plus £1.9k u/spend against ytd budget. On mat5200 Furniture & Equip.
F0 - ICT Costs (Non Capital)	1,875.68	-	458.00	(1,417.68)	20,626.19	-	4,122.00	(16,504.19)	5,500.00	22,004.19	375.02 %	Net £-16.5k adv var due to : £-2.3k adv due to Hoaei laptop and Ext Hard drive purchase, plus po commitments. On MAT5300 IT Equipment. £-14k adv on MAT5310 IT licencing due to additional licences and cloud licences (includes £2.5k Senior Engineer attendance result of COVID19) . See mat5310 IT Licencing.
MAT5300 - IT Equipment - Non-Educational	1,530.00	-	-	(1,530.00)	2,348.46	-	-	(2,348.46)	-	2,348.46	-	£-2.3k adv due to Hoaei laptop and Ext Hard drive purchase, plus po commitments. On MAT5300 IT Equipment.
MAT5310 - IT Licencing	345.68	-	458.00	112.32	18,277.73	-	4,122.00	(14,155.73)	5,500.00	19,655.73	332.32 %	£-14k adv on MAT5310 IT licencing due to additional licences and cloud licences (includes £2.5k Senior Engineer attendance result of COVID19) . See mat5310 IT Licencing.
G0 - Staff Development	-	50.00	2,059.00	2,009.00	35,155.50	1,550.00	18,531.00	(18,174.50)	24,700.00	42,874.50	148.61 %	Net £-18.1k adv var due to: £3k fav due to small underspend on Course fee MAT6000. £-23k adv var: result of £10.5k recruitment fee for Om Parkash, £13.9k fee for Helena. On mat6010 Recruitment fees.
MAT6000 - Course Fees	-	50.00	1,667.00	1,617.00	10,071.33	1,550.00	15,003.00	3,381.67	20,000.00	16,618.33	58.11 %	£3k fav due to small underspend on Course fee MAT6000.
MAT6010 - Recruitment Fees	-	-	208.00	208.00	24,360.52	-	1,872.00	(22,488.52)	2,500.00	24,988.52	974.42 %	£-23k adv var: result of £10.5k recruitment fee for Om Parkash, £13.9k fee for Helena. On mat6010 Recruitment fees
MAT6015 - Staff Travel	-	-	167.00	167.00	231.99	-	1,503.00	1,271.01	2,000.00	728.99	11.60 %	
MAT6020 - CRB Checks	-	-	17.00	17.00	-	-	153.00	153.00	200.00	47.00	-	

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Management Accounts Report

Selection Criteria:
 Company(s) - South Bank Academies ; Location(s) - MAT - South Bank Academies ; Period - 2019/20.09 ; Year End Period(s) - None ; Budget - Revised Budget 1920 ; Comparative Budget - None ; Cost Type(s) - As Selected ; Activities - As Selected ; Include Commitments - All Commitments in the System ; Show Detail Lines - Show ; Show Current Period Section - Yes ; Show Location As - Non-Consolidated

	MAT - South Bank Academies Trust											Variance Comments by Om
	CURRENT PERIOD				YTD TOTALS				FULL YEAR		SPENT	
	Actual	Commitments	Revised Budget 1920	Variance	Actual	Commitments	Revised Budget 1920	Variance	Revised Budget 1920	Forecast	(%)	
MAT6025 - Hospitality	-	-	-	-	491.66	-	-	(491.66)	-	491.66	-	
10 - Depreciation	-	-	-	-	-	-	-	-	-	-	-	
MAT7020 - IT Equipment Depreciation	-	-	-	-	-	-	-	-	-	-	-	
Total Other Expenditure	2,518.17	1,671.04	11,025.00	6,835.79	65,277.41	16,457.15	99,225.00	17,490.44	132,306.00	114,815.56	61.78 %	
Total Expenditure	29,137.54	1,671.04	37,767.00	6,958.42	311,631.41	16,457.15	339,903.00	11,814.44	453,214.00	441,399.56	72.39 %	
Surplus / (Deficit) excl. Capital	8,659.25	(1,671.04)	1.00	6,987.21	28,469.91	(16,457.15)	9.00	12,003.76	-	12,003.76		
B/F Surplus / (Deficit) per note 16 Fin Stats 18-19										46000		

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Management Accounts Report

Selection Criteria:

Company(s) - **South Bank Academies** ; Location(s) - **ACA - University Academy of Engineering** ; Period - **2019/20.09** ; Year End Period(s) - **None** ; Budget - **Revised Budget 1920** ; Comparative Budget - **None** ; Cost Type(s) - **As Selected** ; Activities - **As Selected** ; Include Commitments - **All Commitments in the System** ; Show Detail Lines - **Show** ; Show Current Period Section - **Yes** ; Show Location As - **Non-Consolidated**

ACA - University Academy of Engineering												
	CURRENT PERIOD				YTD TOTALS				FULL YEAR		SPENT	Variance comments by Om
	Actual	Commitments	Revised Budget 1920	Variance	Actual	Commitments	Revised Budget 1920	Variance	Revised Budget 1920	Forecast	(%)	
Income												
A0 - GAG funding	545,177.08	-	514,138.00	31,039.08	4,511,996.15	-	4,627,242.00	(115,245.85)	6,169,656.00	6,054,410.15	73.13 %	<p>Net £-115k adv var due to :</p> <p>£-16k adv var ytd on Rates Relief Income: We have not received exp invoice so we cannot claim income from ESFA, and hence the £-16k adverse varaince.</p> <p>We have received £65k claim from, ESFA for rates Apr19-jan20. Of this £32.750 related to 18/19 Apr19 to Aug19, meaning we recognise £65500-32750=£32.750k in 19/20 for Sep19 to JAN20 for aca1020 Rates.We should get a similar invoice in 19/20 which will also have to be reclaimed from ESFA for £65k/10m*5m =£32.5k for Apor20-Jul20. hence the budget of £65k for 19/20.</p> <p>£-9.4k adv for RPA insurance deduction. From aca1040 insurance.</p> <p>£-42.6k adv : Rev Bud made up of £164.8k teachers pension + £58.3k teachers pay= £223.1, plus £131.2k TSG=354.3k. But Actual of £127.4 made up of Teachers pay/pensions only as £131.2k TSG actual is accounted for on ACA1080.</p> <p>£-55.8k adv var as Pupil Prem income received for q2 oct19 £84.6k, and q3 19/20 £84.6k, q4 £84.6k (jan20- mar20). £-56k accrued income reversed from 18/19. Still expect to receive full £338k budget. Budget has been phased equally over 12 m. see ACA1050 Pupil premium.</p> <p>£7K FAV due to Y7 Catch Up Grant which was not expected. On ACA1051 YR7 Catchup Grant.</p>
ACA1000 - Pre-16 School Budget Share	419,186.82	-	430,637.00	(11,450.18)	3,772,681.38	-	3,875,733.00	(103,051.62)	5,167,644.00	5,064,592.38	73.01 %	£-103K ADV because actual for Lump Sum £137k is being accounted for on ACA1005, yet Rev Budget is on ACA1000
ACA1003 - 16-19 School Budget Share	19,927.26	-	19,899.00	28.26	179,345.34	-	179,092.00	253.34	238,789.00	239,042.34	75.11 %	
ACA1004 - 16-19 Bursary	-	-	448.00	(448.00)	5,691.60	-	4,032.00	1,659.60	5,376.00	7,035.60	105.87 %	
ACA1005 - Other Factors	11,450.00	-	-	11,450.00	103,050.00	-	-	103,050.00	-	103,050.00	-	£+103.K Fav var due to to budget of £137k lump sum being moved to ACA1000 in Rev Bud but actual still on aca1005

Management Accounts Report

Selection Criteria:

Company(s) - **South Bank Academies** ; Location(s) - **ACA - University Academy of Engineering** ; Period - **2019/20.09** ; Year End Period(s) - **None** ; Budget - **Revised Budget 1920** ; Comparative Budget - **None** ; Cost Type(s) - **As Selected** ; Activities - **As Selected** ; Include Commitments - **All Commitments in the System** ; Show Detail Lines - **Show** ; Show Current Period Section - **Yes** ; Show Location As - **Non-Consolidated**

	ACA - University Academy of Engineering											
	CURRENT PERIOD				YTD TOTALS				FULL YEAR		SPENT	
	Actual	Commitments	Revised Budget 1920	Variance	Actual	Commitments	Revised Budget 1920	Variance	Revised Budget 1920	Forecast	(%)	
ACA1020 - Rates Relief	-	-	5,417.00	(5,417.00)	32,750.00	-	48,752.00	(16,002.00)	65,003.00	49,001.00	50.38 %	Variance comments by Om E-16k adv var ytd: We have not received exp invoice so we cannot claim income from ESFA, and hence the E-10k adverse varaince. We have received £65k claim from, ESFA for rates Apr19-jan20. Of this £32.750 related to 18/19 Apr19 to Aug19, meaning we recognise £65500-32750=£32.750k in 19/20 for Sep19 to JAN20 for aca1020 Rates.We should get a similar invoice in 19/20 which will also have to be reclaimed from ESFA for £65k/10m*5m =£32.5k for Apr20-Jul20. hence the budget of £65k for 19/20.
ACA1040 - Insurance	(1,050.00)	-	-	(1,050.00)	(9,450.00)	-	-	(9,450.00)	-	(9,450.00)	-	E-9.4k adv for RPA insurance deduction. From aca1040 insurance.
ACA1042 - ESFA Teachers Pay Award / TPS	95,663.00	-	29,531.00	66,132.00	223,153.00	-	265,779.00	(42,626.00)	354,372.00	311,746.00	62.97 %	E-42.6k adv : Rev Bud made up of £164.8k teachers pension + £58.3k teachers pay= £223.1, plus £131.2k TSG=354.3k. But Actual of £127.4 made up of Teachers pay/pensions only as £131.2k TSG actual is accounted for on ACA1080
ACA1050 - Pupil Premium	-	-	28,206.00	(28,206.00)	197,980.83	-	253,854.00	(55,873.17)	338,472.00	282,598.83	58.49 %	E-55.8k adv var as Pupil Prem income received for q2 oct19 £84.6k, and q3 19/20 £84.6k, q4 £84.6k (jan20- mar20). E-56k accrued income reversed from 18/19. Still expect to receive full £338k budget. Budget has been phased equally over 12 m. see ACA1050 Pupil premium.
ACA1051 - Yr 7 Catchup Grant	-	-	-	-	6,794.00	-	-	6,794.00	-	6,794.00	-	E7K FAV due to Y7 Catch Up Grant which was not expected. On ACA1051 YR7 Catchup Grant.
ACA1060 - Start Up Grant Part A	-	-	-	-	-	-	-	-	-	-	-	
A2 - Other Govt Grants	-	-	12,217.00	(12,217.00)	232,440.61	-	109,952.00	122,488.61	146,603.00	269,091.61	158.55 %	Net £122k fav var made up of : £1.7k fav due to phasing of budget. £6.6k actual is for FSM. SEE aca1075 Other EFA Grants £135k fav due to £4.4k Claim for theft, £131k TSG. Rev Budget for £131.2K TSG is on ACA1042 4.4k is for theft insurance claim. see ACA1080 Other Gov Grants. £-14.9k adv due to E-3.9k SEN clawback by southwark for funds paid in error , and E-11k due to Rev bud being phased equally over 12m. We are only expecting £90140 act +£37410 owed by Southwark. See aca1085 SEN income.
ACA1075 - Other EFA Grants: Excluding Capital	-	-	550.00	(550.00)	6,600.00	-	4,950.00	1,650.00	6,600.00	8,250.00	100.00 %	£1.7k fav due to phasing of budget. £6.6k actual is for FSM. SEE aca1075 Other EFA Grants
ACA1080 - Other Govt Grants: Excluding Capital	-	-	-	-	135,699.69	-	-	135,699.69	-	135,699.69	-	£135k fav due to £4.4k Claim for theft, £131k TSG. Rev Budget for £131.2K TSG is on ACA1042 4.4k is for theft insurance claim. see ACA1080 Other Gov Grants.

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Management Accounts Report

Selection Criteria:

Company(s) - South Bank Academies ; Location(s) - ACA - University Academy of Engineering ; Period - 2019/20.09 ; Year End Period(s) - None ; Budget - Revised Budget 1920 ; Comparative Budget - None ; Cost Type(s) - As Selected ; Activities - As Selected ; Include Commitments - All Commitments in the System ; Show Detail Lines - Show ; Show Current Period Section - Yes ; Show Location As - Non-Consolidated

ACA - University Academy of Engineering												
	CURRENT PERIOD				YTD TOTALS				FULL YEAR		SPENT	Variance comments by Om
	Actual	Commitments	Revised Budget 1920	Variance	Actual	Commitments	Revised Budget 1920	Variance	Revised Budget 1920	Forecast	(%)	
ACA1085 - SEN Funding	-	-	11,667.00	(11,667.00)	90,140.92	-	105,002.00	(14,861.08)	140,003.00	125,141.92	64.38 %	E-14.9k adv due to E-3.9k SEN clawback by southwark for funds paid in error , and E-11k due to Rev bud being phased equally over 12m. We are only expecting E90140 act +E37410 owed by Southwark. See aca1085 SEN income
ACA1300 - Capital Income	-	-	-	-	-	-	-	-	-	-	-	
A3 - Private Sector Funding	-	-	-	-	-	-	-	-	-	-	-	
ACA1100 - Donations and /or Voluntary Funds	-	-	-	-	-	-	-	-	-	-	-	
A4 - Other Income	1,301.19	-	2,934.00	(1,632.81)	69,328.05	11,180.00	26,404.00	54,104.05	35,206.00	89,310.05	228.68 %	<p>Net E54k fav var due to:</p> <p>E28.0k fav var due to E20k Restore The music Grant, E5677 Hopewell Grant, E1200 PGCE students, E1200 Youth Games . On ACA1090 Other Self Gen income.</p> <p>E-7.5k adv var due to schools being closed following COVID19. on ACA1105 Lettings Income.</p> <p>E11k fav var is incorrect as this relates to PORD 1854 Intervention & Access Proj E11,180 which is an exp commitment (deleted in Jun20). See ACA1125 Staff consultancy.</p> <p>E20.9k fav variance due in main to Rev budget phasing. (Rev Budget reduced from E114.8k to E20k. Also includes Accr reversal of E1671 (Creditor bal from 18/19) income. With schools being closed actual of around E36k is expected. On ACA1125 Catering income</p>
ACA1090 - Other Income: Self Generated	-	-	-	-	28,077.40	-	-	28,077.40	-	28,077.40	-	E-28.0k fav var due to E20k Restore The music Grant, E5677 Hopewell Grant, E1200 PGCE students, E1200 Youth Games . On ACA1090 Other Self Gen income.
ACA1105 - Lettings Income	300.00	-	1,250.00	(950.00)	3,700.00	-	11,250.00	(7,550.00)	15,000.00	7,450.00	24.67 %	E-7.5k adv var due to schools being closed following COVID19. on ACA1105 Lettings Income.
ACA1110 - Other Income	-	-	-	-	-	-	-	-	-	-	-	
ACA1120 - Staff Services - Consultancy	-	-	-	-	-	11,180.00	-	11,180.00	-	11,180.00	-	E11k fav var is incorrect as this relates to PORD 1854 Intervention & Access Proj E11,180 which is an exp commitment (deleted in Jun20). See ACA1125 Staff consultancy.
ACA1125 - Catering Income	927.23	-	1,667.00	(739.77)	35,954.32	-	15,002.00	20,952.32	20,003.00	40,955.32	179.74 %	E20.9k fav variance due in main to Rev budget phasing. (Rev Budget reduced from E114.8k to E20k. Also includes Accr reversal of E1671 (Creditor bal from 18/19) income. With schools being closed actual of around E36k is expected. On ACA1125 Catering income
ACA1130 - Trip Income	-	-	17.00	(17.00)	130.00	-	152.00	(22.00)	203.00	181.00	64.04 %	

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Management Accounts Report

Selection Criteria:

Company(s) - **South Bank Academies** ; Location(s) - **ACA - University Academy of Engineering** ; Period - **2019/20.09** ; Year End Period(s) - **None** ; Budget - **Revised Budget 1920** ; Comparative Budget - **None** ; Cost Type(s) - **As Selected** ; Activities - **As Selected** ; Include Commitments - **All Commitments in the System** ; Show Detail Lines - **Show** ; Show Current Period Section - **Yes** ; Show Location As - **Non-Consolidated**

	ACA - University Academy of Engineering											
	CURRENT PERIOD				YTD TOTALS				FULL YEAR		SPENT	
	Actual	Commitments	Revised Budget 1920	Variance	Actual	Commitments	Revised Budget 1920	Variance	Revised Budget 1920	Forecast	(%)	
ACA1150 - Sponsor Income	-	-	-	-	750.00	-	-	750.00	-	750.00	-	Variance comments by Om - £750 actual relates to 18/19 Jack petty income release.
ACA1200 - Bank Interest	73.96	-	-	73.96	716.33	-	-	716.33	-	716.33	-	
Total Income	546,478.27	-	529,289.00	17,189.27	4,813,764.81	11,180.00	4,763,598.00	61,346.81	6,351,465.00	6,412,811.81	75.97 %	
Expenditure												
Staffing Expenditure												
B0 - Teaching Staff	229,336.64	-	241,090.00	11,753.36	2,123,958.59	-	2,175,787.00	51,828.41	2,899,057.00	2,847,228.59	73.26 %	
B1 - Educational Support Staff	22,933.53	-	65,010.00	42,076.47	233,471.75	-	557,662.00	324,190.25	752,692.00	428,501.75	31.02 %	
B2 - Premises Staffing	8,056.16	-	6,230.00	(1,826.16)	80,371.71	-	58,329.00	(22,042.71)	77,019.00	99,061.71	104.35 %	
B3 - Admin Staffing	65,316.63	-	32,235.00	(33,081.63)	566,568.34	-	269,376.00	(297,192.34)	366,081.00	663,273.34	154.77 %	
B4 - Other Staff	-	-	2,466.00	2,466.00	-	-	33,105.00	33,105.00	40,503.00	7,398.00	-	
B5 - Agency Staff	11,751.25	-	8,660.00	(3,091.25)	152,167.22	-	77,939.00	(74,228.22)	103,919.00	178,147.22	146.43 %	
Total Staffing Expenditure	337,394.21	-	355,691.00	18,296.79	3,156,537.61	-	3,172,198.00	15,660.39	4,239,271.00	4,223,610.61	74.46 %	£15.7K fav due in main to delays in recruitment of substantive staff, partly being offset by overspend in Agency staff.
C0 - Maintenance of Premises	3,901.09	5,261.00	6,224.00	(2,938.09)	43,169.62	6,250.78	56,015.00	6,594.60	74,687.00	68,092.40	66.17 %	net £6.5k fav var YTD due to the unpredictable nature of maintenance associated with building. Note : £3k on 6th form furniture, £2.6k on door (which can potentially be capitalised) are included within revenue accounts and need caoitalising. See ACA3000 Building Maint
ACA3000 - Building Projects/Maintenance	3,901.09	5,261.00	6,224.00	(2,938.09)	43,169.62	6,250.78	56,015.00	6,594.60	74,687.00	68,092.40	66.17 %	£6.5k fav var YTD due to the unpredictable nature of maintenance associated with building. Note : £3k on 6th form furniture, £2.6k on door (which can potentially be capitalised) are included within revenue accounts and need caoitalising. See ACA3000 Building Maint
ACA3005 - Schedule 21 Expenditure	-	-	-	-	-	-	-	-	-	-	-	
ACA3010 - Grounds Maintenance	-	-	-	-	-	-	-	-	-	-	-	

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Management Accounts Report

Selection Criteria:

Company(s) - **South Bank Academies** ; Location(s) - **ACA - University Academy of Engineering** ; Period - **2019/20.09** ; Year End Period(s) - **None** ; Budget - **Revised Budget 1920** ; Comparative Budget - **None** ; Cost Type(s) - **As Selected** ; Activities - **As Selected** ; Include Commitments - **All Commitments in the System** ; Show Detail Lines - **Show** ; Show Current Period Section - **Yes** ; Show Location As - **Non-Consolidated**

	ACA - University Academy of Engineering											
	CURRENT PERIOD				YTD TOTALS				FULL YEAR		SPENT	
	Actual	Commitments	Revised Budget 1920	Variance	Actual	Commitments	Revised Budget 1920	Variance	Revised Budget 1920	Forecast	(%)	
C1 - Other Occupational Costs	32,554.48	6,830.00	26,064.00	(13,320.48)	212,133.80	11,661.45	234,577.00	10,781.75	312,769.00	301,987.25	71.55 %	Variance comments by Om Net £10.8k fav var due to : £-10.3k adv ytd due to fact that May 20 invoice £843*4w=£3372/m (at reduced cost of £843/w) is o/s . Budget should be at least £8785*12m=£105k. There will be savings arising due to closure of school from April20 to Aug20. See aca3105 Cleaning Contract. £-3.9K ADV ytd as budget simply too low on ACA3110 Cleaning Mats. £-6.9k adv ytd .Should have had a value in Rev Budget as actual costs for Building Management system. actual is £310/m for Buidlings Mgt System ie budget should be £3.7k. See aca3120 buildings Mgt System. £-1.9k adv var due to Refuse Deisposal being running at around £1.3k/m. see ACA3125 Refuse Disposal. £3.6k fav as about £650 approx is o/s for jan20-may20. depends on water usage. See aca3200 Water/Sewerage. £27k fav var. Southwark are not charging us for Hot Water. Need to accrue for £35k-£36k for full year 19/20 for "The MAYOR & BURGEESES of the London Bor of Southwark". (I had accrued £35k in 18/19 at year end on aca3201). ON ACA3205 gas. £-10.9k adv ytd due to colder winter. Also about £9k+£5k=£14k o/s for for mar20 and apr20, and say £6k for may20. Full Budget should be around £9.5*12m=£114k . See aca3210 Electricity. £16.6K fav var ytd. This should be offset by ACA1020 Rates income. Fav as no invoice yet received for rates and no accruals made. The £32.75k costs is for Sep19 to Jan20. We have not yet received invoice for this period.
ACA3100 - UTC Expenditure	-	-	-	-	-	1,600.47	-	(1,600.47)	-	1,600.47	-	- No spend should be here
ACA3105 - Cleaning Contract	15,985.78	-	6,917.00	(9,068.78)	72,522.14	-	62,252.00	(10,270.14)	83,003.00	93,273.14	87.37 %	£-10.3k adv ytd due to fact that May 20 invoice £843*4w=£3372/m (at reduced cost of £843/w) is o/s . Budget should be at least £8785*12m=£105k. There will be savings arising due to closure of school from April20 to Aug20. See aca3105 Cleaning Contract.
ACA3110 - Cleaning Materials	81.45	-	147.00	65.55	4,734.86	500.30	1,323.00	(3,912.16)	1,764.00	5,676.16	296.78 %	£-3.9K ADV ytd as budget simply too low on ACA3110 Cleaning Mats.
ACA3120 - Building Management System	-	3,868.00	-	(3,868.00)	2,480.00	4,349.00	-	(6,829.00)	-	6,829.00	-	£-6.9k adv ytd .Should have had a value in Rev Budget as actual costs for Building Management system. actual is £310/m for Buidlings Mgt System ie budget should be £3.7k. See aca3120 buildings Mgt System.
ACA3125 - Refuse Disposal	2,483.68	-	917.00	(1,566.68)	10,111.74	-	8,252.00	(1,859.74)	11,003.00	12,862.74	91.90 %	£-1.9k adv var due to Refuse Deisposal being running at around £1.3k/m. see ACA3125 Refuse Disposal

Management Accounts Report

Selection Criteria:

Company(s) - **South Bank Academies** ; Location(s) - **ACA - University Academy of Engineering** ; Period - **2019/20.09** ; Year End Period(s) - **None** ; Budget - **Revised Budget 1920** ; Comparative Budget - **None** ; Cost Type(s) - **As Selected** ; Activities - **As Selected** ; Include Commitments - **All Commitments in the System** ; Show Detail Lines - **Show** ; Show Current Period Section - **Yes** ; Show Location As - **Non-Consolidated**

	ACA - University Academy of Engineering											
	CURRENT PERIOD				YTD TOTALS				FULL YEAR		SPENT	
	Actual	Commitments	Revised Budget 1920	Variance	Actual	Commitments	Revised Budget 1920	Variance	Revised Budget 1920	Forecast	(%)	
ACA3200 - Water/Sewerage Charges	1,214.94	-	942.00	(272.94)	4,913.93	-	8,478.00	3,564.07	11,304.00	7,739.93	43.47 %	Variance comments by Om £3.6k fav as about £650 approx is o/s for jan20-may20. depends on water usage. See aca3200 Water/Sewerage.
ACA3201 - Heating	-	-	-	-	-	-	-	-	-	-	-	
ACA3205 - Gas	44.69	-	3,005.00	3,005.31	148.22	-	27,451.00	27,302.78	36,601.00	9,298.22	0.40 %	£27k fav var. Southwark are not charging us for Hot Water. Need to accrue for £35k-£36k for full year 19/20 for "The MAYOR & BURGESSSES of the London Bor of Southwark". (I had accrued £35k in 18/19 at year end on aca3201). ON ACA3205 gas
ACA3210 - Electricity	8,888.41	-	6,333.00	(2,555.41)	67,919.75	-	56,998.00	(10,921.75)	75,997.00	86,918.75	89.37 %	£-10.9k adv ytd due to colder winter. Also about £9k+£5k=£14k o/s for for mar20 and apr20, and say £6k for may20. Full Budget should be around £9.5*12m=£114k . See aca3210 Electricity.
ACA3250 - Rates	-	-	5,417.00	5,417.00	32,750.00	-	48,752.00	16,002.00	65,003.00	49,001.00	50.38 %	£16.6k fav var ytd. This should be offset by ACA1020 Rates income. Fav as no invoice yet received for rates and no accruals made. The £32.75k costs is for Sep19 to Jan20. We have not yet received an invoice for 20-21 year of around £65k, which will have to be prepaid for Apr20 to Aug20, and Sep20 to Jan21 and also claim 100% from ESFA (on aca1020). See aca3250 rates expenditure
ACA3260 - Insurance	-	-	1,050.00	1,050.00	-	-	9,450.00	9,450.00	12,600.00	3,150.00	-	£9.4k fav var as cost of this is on line aca1040 Insurance income. See aca3260 insurance exp.
ACA3300 - Fire Alarm & Extinguishers	-	-	364.00	364.00	4,958.09	-	3,276.00	(1,682.09)	4,368.00	6,050.09	113.51 %	£-1.7k adv var on Fire alarm Maintenace SEE ACA3300 Fire Alarm & ext.
ACA3305 - Security Alarm	1,725.53	-	596.00	(1,129.53)	7,655.74	-	5,364.00	(2,291.74)	7,152.00	9,443.74	107.04 %	£-2.2k adv var ytd. Actual £5.9k ytd includes £4231 for 1.8.19 to 31.8.20 ie full ytd paid. Budget is phased equally over 12m and Rev Bud should be £9k. See aca3305 Security Alarm
ACA3310 - CCTV Monitoring	-	-	117.00	117.00	-	-	1,054.00	1,054.00	1,405.00	351.00	-	Nil cost as probably included within ACA3305
ACA3320 - PAT Testing	-	-	83.00	83.00	961.10	-	748.00	(213.10)	997.00	1,210.10	96.40 %	
ACA3330 - Health and Safety	2,130.00	2,962.00	131.00	(4,961.00)	2,978.23	5,211.68	1,179.00	(7,010.91)	1,572.00	8,582.91	520.99 %	£-7k adv due to various h&s works ie gas/kitchen safety checks, fumigation, filters. Rev Bud should be £8k

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Management Accounts Report

Selection Criteria:

Company(s) - **South Bank Academies** ; Location(s) - **ACA - University Academy of Engineering** ; Period - **2019/20.09** ; Year End Period(s) - **None** ; Budget - **Revised Budget 1920** ; Comparative Budget - **None** ; Cost Type(s) - **As Selected** ; Activities - **As Selected** ; Include Commitments - **All Commitments in the System** ; Show Detail Lines - **Show** ; Show Current Period Section - **Yes** ; Show Location As - **Non-Consolidated**

	ACA - University Academy of Engineering											Variance comments by Om
	CURRENT PERIOD				YTD TOTALS				FULL YEAR		SPENT	
	Actual	Commitments	Revised Budget 1920	Variance	Actual	Commitments	Revised Budget 1920	Variance	Revised Budget 1920	Forecast	(%)	
DO - Educational Supplies and Services	74,894.47	40,102.82	53,662.00	(61,335.29)	466,321.32	69,796.57	482,955.00	(53,162.89)	643,941.00	697,103.89	83.26 %	<p>Net £-53k adv var due to :</p> <p>£-4.7k Adv var due to Visionaries payments of £12.5k *3=£37.5k invoices (these are likely to be deferred to 20/21 fin yr). See aca4000 STUDENT Rewards.</p> <p>£22k fav ytd adv var due to:Rev budget being phased evenly through out year. See aca4005 books.</p> <p>£37K FAV VAR due to lower costs initially . Assets to be capitalised all actioned in p6 except £2700 for 45 tables ACPI6298. Additionally there is music equipoment of £5235 Steel Pans ACPI 6521, and £3528 for 15* Pianos from UCAN PLAY poin2440 (part of £20k Restore the MUSICc Grant) . Total assets that need moving is 2700+5235+3528=£11463. However full budget likely to be met. On ACA4010 Equipmet (not ict).</p> <p>£-27k adv var due to £35.6k PO commitments which should be capitalised in b/s once invoice received i.e.pord 1981 for £33900 for 200 ASUS Chromebooks. see ACA4015 IT equip (laptops)</p> <p>£-18k adv var due to general purchase associated with curriculum.Do not know why previous budget was removed in Rev Bud. See ACA4020 Stionery .</p> <p>£-16k adv var as no budget for phiocopier Charges on ACA4025 Photocopier. (all budget on ACA5120)</p> <p>£-1.8k adv due simply for payment to students in need of bursaries.</p> <p>£-2.5k adv due to PO comittment for Day a0 and enrichment activities. See ACA4060 pupil led events.</p>
ACA4000 - Student Rewards	-	-	4,089.00	4,089.00	41,252.66	323.95	36,799.00	(4,777.61)	49,066.00	53,843.61	84.74 %	<p>£-4.7k Adv var due to Visionaries payments of £12.5k *3=£37.5k invoices (these are likely to be deferred to 20/21 fin yr). See aca4000 STUDENT Rewards.</p>
ACA4005 - Books	453.15	3,442.82	5,689.00	1,793.03	19,073.52	9,791.12	51,200.00	22,335.36	68,267.00	45,931.64	42.28 %	<p>£22k fav ytd adv var due to:Rev budget being phased evenly through out year. See aca4005 books.</p>

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Management Accounts Report

Selection Criteria:

Company(s) - **South Bank Academies** ; Location(s) - **ACA - University Academy of Engineering** ; Period - **2019/20.09** ; Year End Period(s) - **None** ; Budget - **Revised Budget 1920** ; Comparative Budget - **None** ; Cost Type(s) - **As Selected** ; Activities - **As Selected** ; Include Commitments - **All Commitments in the System** ; Show Detail Lines - **Show** ; Show Current Period Section - **Yes** ; Show Location As - **Non-Consolidated**

	ACA - University Academy of Engineering											
	CURRENT PERIOD				YTD TOTALS				FULL YEAR		SPENT	Variance comments by Om
	Actual	Commitments	Revised Budget 1920	Variance	Actual	Commitments	Revised Budget 1920	Variance	Revised Budget 1920	Forecast	(%)	
ACA4010 - Equipment (Not IT)	<u>2,150.61</u>	<u>2,425.00</u>	10,288.00	5,712.39	<u>43,258.90</u>	<u>11,698.98</u>	92,591.00	37,633.12	123,455.00	85,821.88	44.52 %	
ACA4015 - IT Consumables - Educational	-	<u>33,900.00</u>	951.00	(32,949.00)	-	<u>35,559.89</u>	8,560.00	(26,999.89)	11,413.00	38,412.89	311.57 %	£-27k adv var due to £35.6k PO commitments which should be capitalised in b/s once invoice received i.e.pord 1981 for £33900 for 200 ASUS Chromebooks. see ACA4015 IT equip (laptops)
ACA4020 - Stationery	<u>494.58</u>	-	-	(494.58)	<u>14,578.23</u>	<u>4,630.55</u>	-	(19,208.78)	-	19,208.78	-	£-18k adv var due to general purchase associated with curriculum.Do not know why previous budget was removed in Rev Bud. See ACA4020 Stionery .
ACA4025 - Photocopying	<u>1,019.47</u>	-	-	(1,019.47)	<u>16,054.68</u>	<u>54.90</u>	-	(16,109.58)	-	16,109.58	-	£-16k adv var as no budget for phiocopier Charges on ACA4025 Photocopier. (all budget on ACAs5120)
ACA4040 - Student Bursary Payment	<u>160.00</u>	-	420.00	260.00	<u>5,602.11</u>	-	3,780.00	(1,822.11)	5,040.00	6,862.11	111.15 %	£-1.8k adv due simply for payment to students in need of bursaries.
ACA4055 - Of Edinburgh	-	-	-	-	-	-	-	-	-	-	-	-
ACA4060 - Pupil Led Events	-	-	-	-	-	<u>2,537.00</u>	-	(2,537.00)	-	2,537.00	-	£-2.5k adv due to PO comittment for Day a0 and enrichment activities. See ACA4060 pupil led events.
ACA4061 - Community Events	-	-	333.00	333.00	-	-	2,998.00	2,998.00	3,997.00	999.00	-	£3k fav var due to lack of spend on ACA4061 Community events.
ACA4065 - Charitable Donations	-	-	17.00	17.00	-	-	152.00	152.00	203.00	51.00	-	-
ACA4125 - Minibus Costs	<u>1,443.62</u>	-	432.00	(1,011.62)	<u>4,205.78</u>	-	3,889.00	(316.78)	5,185.00	5,501.78	81.11 %	-
ACA4135 - Professional Services - Educational	<u>29,265.01</u>	-	23,463.00	(5,802.01)	<u>199,909.23</u>	<u>3,491.68</u>	211,166.00	7,765.09	281,555.00	273,789.91	72.24 %	£8k ytd fav var due to general u/s against ytd budget,. Maybe small saving on Rev Bud. (includes invoices for coaching , Alternative Provision, Mentoring , Ed Welfare, SEND, The Access Proj, Music tutio. See aca4135 prof services.
ACA4140 - Subscriptions	<u>2,424.88</u>	<u>335.00</u>	1,000.00	(1,759.88)	<u>22,772.81</u>	<u>690.00</u>	9,000.00	(14,462.81)	12,000.00	26,462.81	195.52 %	£-14.5k adv var due to subscription payments for various servuices e.g. london Network membership, PIXCEL, VIVA , Newspapers, School Learning Partnership, NQTT, MCT membership, Oliver Hosting etc.. Basically rev Bud understated. See ACA4140 Subscriptions.
ACA4145 - Examination Invigilation	-	-	-	-	<u>4,087.35</u>	-	-	(4,087.35)	-	4,087.35	-	£-4k adv var due to exam invigilation in Jan and feb20. see aca4145 Exam Invigilation.
ACA4150 - Examination Fees	<u>34,837.15</u>	-	5,444.00	(29,393.15)	<u>63,555.52</u>	<u>364.00</u>	48,996.00	(14,923.52)	65,328.00	80,251.52	97.84 %	£-15k adv on exam fees Due to old £35k invoices from Pearson that we never received. And budget being phased over 12m equally. see ACA4150 Exams.
ACA4155 - IT Equipment - Educational	<u>2,156.00</u>	-	951.00	(1,205.00)	<u>21,697.33</u>	<u>82.50</u>	8,560.00	(13,219.83)	11,413.00	24,632.83	190.83 %	£-13k adv var due to fixed asset spend that has not been moved to b/s ie £1944+£1051 for 2*nokon digi cams poin 2472, £2794 10* go pro l machines poin 2472, £9000 1* dell power edge poin 2473, + £2156 2 13.3inc macbooks, making it £16945 that should be capitalised. See aca4155 IT equipment.

Management Accounts Report

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ACA - University Academy of Engineering												
	CURRENT PERIOD				YTD TOTALS				FULL YEAR		SPENT	Variance comments by Om
	Actual	Commitments	Revised Budget 1920	Variance	Actual	Commitments	Revised Budget 1920	Variance	Revised Budget 1920	Forecast	(%)	
ACA6500 - Trips Travel Costs	-	-	417.00	417.00	102.88	-	3,752.00	3,649.12	5,003.00	1,353.88	2.06 %	£3.6k fav due to covid 19 no trips /lack of trips see ACA6500 Trips.
ACA6505 - Trips Accomodation/Entrance	550.00	-	-	(550.00)	10,133.34	572.00	-	(10,705.34)	-	10,705.34	-	£-10.7k adv as £10.3k original budget removed in rev bud
ACA6600 - Uniforms Expenditure	(60.00)	-	168.00	228.00	36.98	-	1,512.00	1,475.02	2,016.00	540.98	1.83 %	
E0 - Other Supplies and Services	199,235.65	-	64,127.00	(135,108.65)	716,524.59	1,355.42	577,144.00	(140,736.01)	769,525.00	910,261.01	93.29 %	<p>Net £-140.7k adv var made up of;</p> <p>£-88.7k adv mainly because budget is understated as it should be at least £166k (maybe other part of budget is on aca5020 FSM). Feb inv for £13812 is still o/s. We may be able to make savings as School was closed From Apr20 onwards of £13812*5m=£69k. See ACA5000 Catering.</p> <p>£-6.9k adv due to maintenance of catering equip which has been insufficiently budgeted for. Rev Bud should have been for around £9k. See ACA5010 Catering Equip.</p> <p>£99K Fav. (Part of this budget should be with ACA5000) . We will incur spend of 259fsm*15=3885/w plus 22 hardship*15=330/w at total £4215/w*4w=£16,860 for april: Projected as £37.7+ (16.86*3m jun-aug20)=£50.58k giving £37.680+50.58=£88.26k approx. see ACA5020 fsm.</p> <p>£-11.K ADV due to talk Straight Invoice for Broadband ?. See ACA5100 Telephone Costs.</p> <p>£4.5k fav as only spend has been on 6th form prospectus, Marking for 6th Form, and open evening. See ACA5110 advertising.</p> <p>£-2.2k adv due to Franking mach top UP for mail to students following COVID19. see ACA5115 POSTAGE.</p> <p>£9K FAV because budget should have been part allocated to ACA4025 which has £16k adv var. see ACA5120 Photocopying /Printing.</p> <p>£-138k adv var due to payment of previous years £146k inv to Southwark. This was accrued for at £175k but accrual reverses out in p10. see ACA5135 IT services.</p>
ACA5000 - Catering Food/Drink	3,513.37	-	5,081.00	1,567.63	134,400.69	-	45,730.00	(88,670.69)	60,973.00	149,643.69	220.43 %	£-88.7k adv mainly because budget is understated as it should be at least £166k (maybe other part of budget is on aca5020 FSM). Feb inv for £13812 is still o/s. We may be able to make savings as School was closed From Apr20 onwards of £13812*5m=£69k. See ACA5000 Catering.
ACA5005 - Catering Maintenance & Repairs	590.00	-	42.00	(548.00)	7,316.00	-	377.00	(6,939.00)	503.00	7,442.00	1,454.47 %	£-6.9k adv due to maintenance of catering equip which has been insufficiently budgeted for. Rev Bud should have been for around £9k. See ACA5010 Catering Equip.
ACA5010 - Catering Equipment	-	-	250.00	250.00	-	-	2,250.00	2,250.00	3,000.00	750.00	-	£2.3k fav var as no catering equip purchased on ACA5010

Management Accounts Report

Selection Criteria:

Company(s) - **South Bank Academies** ; Location(s) - **ACA - University Academy of Engineering** ; Period - **2019/20.09** ; Year End Period(s) - **None** ; Budget - **Revised Budget 1920** ; Comparative Budget - **None** ; Cost Type(s) - **As Selected** ; Activities - **As Selected** ; Include Commitments - **All Commitments in the System** ; Show Detail Lines - **Show** ; Show Current Period Section - **Yes** ; Show Location As - **Non-Consolidated**

	ACA - University Academy of Engineering													
	CURRENT PERIOD				YTD TOTALS				FULL YEAR		SPENT	Variance comments by Om		
	Actual	Commitments	Revised Budget 1920	Variance	Actual	Commitments	Revised Budget 1920	Variance	Revised Budget 1920	Forecast	(%)			
ACA5015 - Catering Consumables	-	-	-	-	<u>1,386.00</u>	-	-	<u>(1,386.00)</u>	-	1,386.00	-		-	-
ACA5020 - Free School Meal	<u>16,980.00</u>	-	14,984.00	<u>(1,996.00)</u>	<u>37,680.00</u>	-	134,856.00	97,176.00	179,808.00	82,632.00	20.96 %	20.96 %	£99K Fav. (Part of this budget should be with ACA5000) . We will incur spend of 259fsm*15=3885/w plus 22 hardship*15=330/w at total £4215/w*4w=£16,860 for april: Projected as £37.7+ (16.86*3m jun-aug20)=£50.58k giving £37.680+50.58=£88.26k approx.. see ACA5020 fsm.	
ACA5100 - Telephone Costs	<u>220.94</u>	-	519.00	298.06	<u>15,445.92</u>	<u>97.40</u>	4,672.00	<u>(10,871.32)</u>	6,229.00	17,100.32	249.53 %	249.53 %	£-11.K ADV due to talk Straight Invoice for Broadband ?. See ACA5100 Telephone Costs.	
ACA5105 - Mobile Phones	-	-	8.00	8.00	-	-	73.00	73.00	97.00	24.00	-	-	-	-
ACA5110 - Advertising	-	-	1,835.00	1,835.00	<u>11,596.23</u>	<u>446.25</u>	16,515.00	4,472.52	22,020.00	17,547.48	54.69 %	54.69 %	£4.5k fav as only spend has been on 6th form prospectus, Marking for 6th Form, and open evening. See ACA5110 advertising.	
ACA5115 - Postage	<u>(1,750.03)</u>	-	333.00	2,083.03	<u>5,239.88</u>	-	2,998.00	<u>(2,241.88)</u>	3,997.00	6,238.88	131.10 %	131.10 %	£-2.2k adv due to Franking mach top UP for mail to students following COVID19.	
ACA5120 - Photocopying / Printing	-	-	2,960.00	2,960.00	<u>17,319.37</u>	<u>348.16</u>	26,641.00	8,973.47	35,521.00	26,547.53	49.74 %	49.74 %	£9K FAV because budget should have been part allocated to ACA4025 which has £16k adv var. see ACA5120 Photocopying /Printing.	
ACA5135 - Support Services	<u>150,353.22</u>	-	7,002.00	<u>(143,351.22)</u>	<u>201,123.14</u>	<u>335.61</u>	63,018.00	<u>(138,440.75)</u>	84,024.00	222,464.75	239.76 %	239.76 %	£-138k adv var due to payment of previous years £146k inv to Southwark. This was accrued for at £175k but accrual reverses out in p10. SEE aca5135 IT Services	
ACA5140 - Professional Services - Non Educational	<u>500.00</u>	-	-	<u>(500.00)</u>	<u>20,062.36</u>	-	-	<u>(20,062.36)</u>	-	20,062.36	-	-	£-20k adv AS NO BUDGET FOR Text messages, FSM Checker, Payroll, Arts markl award, Ed Welfare, Ed Website Design, Free Soul Councelling. There is £6349 prepaymnt value in 19/20 which needs moving to 20/21. SEE ACA5140 Prof Fees Non Educ.	
ACA5145 - General Office Costs	<u>63.15</u>	-	1,667.00	1,603.85	<u>1,548.93</u>	-	15,002.00	13,453.07	20,003.00	6,549.93	7.74 %	7.74 %	£12K FAV VAR due to general u/s. ON aca5145 General Office Costs.	
ACA5150 - Central services Cost	<u>28,364.00</u>	-	28,364.00	-	<u>255,271.00</u>	-	255,275.00	4.00	340,367.00	340,363.00	75.00 %	75.00 %	-	
ACA5151 - Audit Costs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ACA5155 - Bank Charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ACA5200 - Furniture/Equipment	<u>401.00</u>	-	1,082.00	681.00	<u>8,135.07</u>	<u>128.00</u>	9,737.00	1,473.93	12,983.00	11,509.07	63.65 %	63.65 %	£1.5k fav var due to delayed spend against budget. Additionally trhere is £2019 for 120*Titan Chairs that need capitalising. See aca5200 furn & Equip	

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Management Accounts Report

Selection Criteria:

Company(s) - **South Bank Academies** ; Location(s) - **ACA - University Academy of Engineering** ; Period - **2019/20.09** ; Year End Period(s) - **None** ; Budget - **Revised Budget 1920** ; Comparative Budget - **None** ; Cost Type(s) - **As Selected** ; Activities - **As Selected** ; Include Commitments - **All Commitments in the System** ; Show Detail Lines - **Show** ; Show Current Period Section - **Yes** ; Show Location As - **Non-Consolidated**

	ACA - University Academy of Engineering											
	CURRENT PERIOD				YTD TOTALS				FULL YEAR		SPENT	
	Actual	Commitments	Revised Budget 1920	Variance	Actual	Commitments	Revised Budget 1920	Variance	Revised Budget 1920	Forecast	(%)	
F0 - ICT Costs (Non Capital)	10,738.81	-	3,759.00	(6,979.81)	78,726.08	7,148.94	33,833.00	(52,042.02)	45,110.00	97,152.02	190.37 %	Variance comments by Om Net E-52k adv var made up of: E-13k adv due to fix asset spend that needs moving to b/s ie E4278+E134 for 6*micro surf pr poin2471/2487. also Dell optiplex E1499, and E1369 for IPAD (both less than E2k capital limit) needed for teachers due to CIOVID 19. See ACA5200 IT equipmnt. E-2.5k fav var as no spend against IT consumabres see ACA5305. E-40k adv due to purchase of capita licences/senso/seneca/award scheme, E-learning/zoom, IRIS Connect. Also E23981 are for prepaid invoices that need adj from 19/20 into 20/21 fin yr. see ACA5310 Licensing
ACA5300 - IT Equipment - Non-Educational	1,812.20	-	833.00	(979.20)	15,798.60	5,573.24	7,498.00	(13,873.84)	9,997.00	23,870.84	213.78 %	E-13k adv due to fix asset spend that needs moving to b/s ie E4278+E134 for 6*micro surf pr poin2471/2487. also Dell optiplex E1499, and E1369 for IPAD (both less than E2k capital limit) needed for teachers due to CIOVID 19. See ACA5200 IT equipmnt
ACA5305 - Consumables - Non-Educational	-	-	208.00	208.00	-	-	1,873.00	1,873.00	2,497.00	624.00	-	E-2.5k fav var as no spend against IT consumabres see ACA5305
ACA5310 - IT Licensing	8,926.61	-	2,718.00	(6,208.61)	62,927.48	1,575.70	24,462.00	(40,041.18)	32,616.00	72,657.18	197.77 %	E-40k adv due to purchase of capita licences/senso/seneca/award scheme, E-learning/zoom, IRIS Connect. Also E23981 are for prepaid invoices that need adj from 19/20 into 20/21 fin yr. see ACA5310 Licensing
G0 - Staff Development	3,731.33	-	5,708.00	1,976.67	64,571.12	6,717.24	51,373.00	(19,915.36)	68,497.00	88,412.36	104.08 %	E-20k adv var made up of: E4k fav mainly due to timing of invoices. Also E5750 is prepmt adj that needs moving from 19-20 TO 20-21. SEE aca6000 COURSE Fees E-26K Adverse due to Actual costs of E5.9k Placement fee of L Kamalathsan, and E5.2k placement fee for Jeese Tucker, and E112K TES subscription (E1.7k/m), E3k Drag Sukeri Finders fee, E1.5k Guardian jobs, E4.1k Djaouda T, E4.1k Fariha Choudhury Plus E5K TES Commitment - see ACA6010 Recruitmewnt fees.
ACA6000 - Course Fees	1,974.25	-	3,333.00	1,358.75	24,069.46	1,620.00	29,998.00	4,308.54	39,997.00	35,688.46	64.23 %	E4k fav mainly due to timing of invoices. Also E5750 is prepmt adj that needs moving from 19-20 TO 20-21. SEE aca6000 COURSE Fees
ACA6010 - Recruitment Fees	1,699.08	-	1,833.00	133.92	37,709.76	5,097.24	16,498.00	(26,309.00)	21,997.00	48,306.00	194.60 %	E-26K Adverse due to Actual costs of E5.9k Placement fee of L Kamalathsan, and E5.2k placement fee for Jeese Tucker, and E112K TES subscription (E1.7k/m), E3k Drag Sukeri Finders fee, E1.5k Guardian jobs, E4.1k Djaouda T, E4.1k Fariha Choudhury Plus E5K TES Commitment - see ACA6010 Recruitmewnt fees.
ACA6015 - Staff Travel	-	-	250.00	250.00	957.60	-	2,250.00	1,292.40	3,000.00	1,707.60	31.92 %	
ACA6020 - CRB Checks	58.00	-	250.00	192.00	884.00	-	2,250.00	1,366.00	3,000.00	1,634.00	29.47 %	
ACA6025 - Hospitality	-	-	42.00	42.00	950.30	-	377.00	(573.30)	503.00	1,076.30	188.93 %	

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Management Accounts Report

Selection Criteria:

Company(s) - South Bank Academies ; Location(s) - ACA - University Academy of Engineering ; Period - 2019/20.09 ; Year End Period(s) - None ; Budget - Revised Budget 1920 ; Comparative Budget - None ; Cost Type(s) - As Selected ; Activities - As Selected ; Include Commitments - All Commitments in the System ; Show Detail Lines - Show ; Show Current Period Section - Yes ; Show Location As - Non-Consolidated

	ACA - University Academy of Engineering											
	CURRENT PERIOD				YTD TOTALS				FULL YEAR		SPENT	
	Actual	Commitments	Revised Budget 1920	Variance	Actual	Commitments	Revised Budget 1920	Variance	Revised Budget 1920	Forecast	(%)	
H0 - Other GAG Expenses	-	-	-	-	-	-	-	-	-	-	-	Variance comments by Om
ACA6950 - Gain / (Loss) on LGPS	-	-	-	-	-	-	-	-	-	-	-	
ACA6955 - VAT Adjustment	-	-	-	-	-	-	-	-	-	-	-	
I0 - Depreciation	17,073.14	-	-	(17,073.14)	142,257.65	-	-	(142,257.65)	-	142,257.65	-	Budgeted Depn removed by HA £161,793
ACA7000 - Land & Buildings Depreciation	4,842.00	-	-	(4,842.00)	43,578.00	-	-	(43,578.00)	-	43,578.00	-	Budgeted Depn removed by HA £53017
ACA7001 - Leasehold Improvements Depreciation	43.84	-	-	(43.84)	394.56	-	-	(394.56)	-	394.56	-	Budgeted Depn removed by HA £480
ACA7005 - Furniture & Equipment Depreciation	5,666.83	-	-	(5,666.83)	48,509.75	-	-	(48,509.75)	-	48,509.75	-	Budgeted Depn removed by HA £43881
ACA7020 - IT Equipment Depreciation	6,520.47	-	-	(6,520.47)	49,775.34	-	-	(49,775.34)	-	49,775.34	-	Budgeted Depn removed by HA £64415
Total Other Expenditure	342,128.97	52,193.82	159,544.00	(234,778.79)	1,723,704.18	102,930.40	1,435,897.00	(390,737.58)	1,914,529.00	2,305,266.58	95.41 %	
Total Expenditure	679,523.18	52,193.82	515,235.00	(216,482.00)	4,880,241.79	102,930.40	4,608,095.00	(375,077.19)	6,153,800.00	6,528,877.19	80.98 %	
Surplus / (Deficit) excl. Capital	(133,044.91)	(52,193.82)	14,054.00	(199,292.73)	(66,476.98)	(91,750.40)	155,503.00	(313,730.38)	197,665.00	(116,065.38)		
Surplus / (Deficit) excl. capital (as above)	(133,044.91)	(52,193.82)	14,054.00	(199,292.73)	(66,476.98)	0.00	155,503.00	(313,730.38)	197,665.00	(116,065.38)		
Add back: Depreciation (above)	17,073.14	0.00	0.00	(17,073.14)	142,257.65	0.00	0.00	(142,257.65)	0.00	142,257.65		
Surplus / (Deficit) excl Depreciation	(115,971.77)	(52,193.82)	14,054.00	(182,219.59)	75,780.67	0.00	155,503.00	(171,472.73)	197,665.00	26,192.27		
B/F Surplus / Deficit (note 16 Fin Stats 18-19)										973,000.00		

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Management Accounts Report

13,693.75

Selection Criteria:

Company(s) - **South Bank Academies** ; Location(s) - **UTC - South Bank Engineering UTC** ; Period - **2019/20.09** ; Year End Period(s) - **None** ; Budget - **Revised Budget 1920** ; Comparative Budget - **None** ; Cost Type(s) - **As Selected** ; Activities - **As Selected** ; Include Commitments - **All Commitments in the System** ; Show Detail Lines - **Show** ; Show Current Period Section - **Yes** ; Show Location As - **Non-Consolidated**

	UTC - South Bank Engineering UTC											
	CURRENT PERIOD				YTD TOTALS				FULL YEAR		SPENT	
	Actual	Commitments	Revised Budget 1920	Variance	Actual	Commitments	Revised Budget 1920	Variance	Revised Budget 1920	Forecast	(%)	
Income												Variance comments by Om
A0 - GAG funding	168,702.15	-	160,179.00	8,523.15	1,442,471.95	-	1,441,610.00	861.95	1,922,147.00	1,923,008.95	75.04 %	<p>£0.9 net fav var due to:</p> <p>£-127.5k adv var: (£864k rev Bud - £694k Orig Bud=£170k moved from utc1005) -see UTC1003 16 TO 19 budget Share.</p> <p>£17k fav for Bursary: £9k 19/20 received in p1, £7.6k in p8, and £11k b/f from 18/19 =£27.5k actual against £10k ytd Rev budget (£14k budget profiled over 12m). Any unspent monies which are likely to be £15k will be c/f to 20/21. See utc1004 bursary income.</p> <p>£127.5k fav var as £170k budget moved to UTC1000 within Rev Bud. See utc1005 Other Budget Factors</p> <p>£-31k adverse var in Pupil No adj - income not likely to be received. see UTC1030 pupil No adj.</p> <p>£-3k adv as no insurance budget. See UTC1040 Insurance.</p> <p>£17k fav var. £65376 budget profiled equally over 12m. No more than £66.3k actual expected. See utc1042 ESFA Teachers pay award.</p> <p>£-7k adv var due to timing of Pupil Premium. Still o/s Mar20-Jun20, and need to accrue jul20 & Aug20 so that full £40201 is achieved. See utc1050 Pupil Premium.</p>

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Management Accounts Report

13,693.75

Selection Criteria:

Company(s) - **South Bank Academies** ; Location(s) - **UTC - South Bank Engineering UTC** ; Period - **2019/20.09** ; Year End Period(s) - **None** ; Budget - **Revised Budget 1920** ; Comparative Budget - **None** ; Cost Type(s) - **As Selected** ; Activities - **As Selected** ; Include Commitments - **All Commitments in the System** ; Show Detail Lines - **Show** ; Show Current Period Section - **Yes** ; Show Location As - **Non-Consolidated**

	UTC - South Bank Engineering UTC											
	CURRENT PERIOD				YTD TOTALS				FULL YEAR		SPENT	
	Actual	Commitments	Revised Budget 1920	Variance	Actual	Commitments	Revised Budget 1920	Variance	Revised Budget 1920	Forecast	(%)	
A2 - Other Govt Grants	-	-	19,960.00	(19,960.00)	237,010.60	-	179,639.00	57,371.60	239,519.00	296,890.60	98.95 %	Variance comments by Om £57k net fav var due to : £50k fav due in main to Transition Funding being received. Budget is phased equally over 12m. See UTC1075 Other EFA Grants. £9.5k fav due to insurance claim for Floor. See utc1080 £-5k adv due SEN income. There is risk that £24k income relating to Lambeth BC may not materialise for 19/20. Also Budget is incorrectly phased and full £47k will not be met. On utc1085 SEN Funding. £6.5k fav var: This is incorrect as Rev budget should be approx value of CAPITAL EXP which is around £27622 on utc3100 + £60750 on utc8210=£88,372 . Around £88372 income should be accrued for Capital Receipts claim 11 (to offset Exp on UTC 8210 +utc3100). See UTC 1300 Capital Income
A3 - Private Sector Funding	-	-	17.00	(17.00)	-	-	152.00	(152.00)	203.00	51.00	-	
A4 - Other Income	3.34	-	2,133.00	(2,129.66)	(18,636.92)	-	19,198.00	(37,834.92)	25,597.00	(12,237.92)	(72.81) %	£-37.8k adv net due to : £-6k adv due to non -receipt of other income budget. Have only received £1k for Library. On utc1110 Other Income. £-31.9k adv due to £21k debtor reversal (31.8.19) in p1 from 18/19. and no income being received from pupils. Fcast is likely to be £-35.651k adverse (£15k budget + 21k accr rev). See utc1125 catering income.
Total Income	168,705.49	-	182,289.00	(13,583.51)	1,660,845.63	-	1,640,599.00	20,246.63	2,187,466.00	2,207,712.63	75.93 %	
Expenditure												
Staffing Expenditure												
B0 - Teaching Staff	77,257.16	-	96,646.00	19,388.84	786,465.85	-	856,546.00	70,080.15	1,158,403.00	1,088,322.85	67.89 %	
B1 - Educational Support Staff	8,572.79	-	12,551.00	3,978.21	84,573.68	-	120,041.00	35,467.32	155,675.00	120,207.68	54.33 %	
B2 - Premises Staffing	2,889.42	-	5,827.00	2,937.58	15,624.53	-	28,763.00	13,138.47	46,244.00	33,105.53	33.79 %	
B3 - Admin Staffing	22,217.33	-	25,028.00	2,810.67	177,072.69	-	177,082.00	9.31	252,166.00	252,156.69	70.22 %	
B4 - Other Staff	-	-	-	-	568.75	-	-	(568.75)	-	568.75	-	
B5 - Agency Staff	15,489.15	-	8,333.00	(7,156.15)	179,430.75	-	74,998.00	(104,432.75)	99,997.00	204,429.75	179.44 %	Stopping from 17th July

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Management Accounts Report

13,693.75

Selection Criteria:

Company(s) - **South Bank Academies** ; Location(s) - **UTC - South Bank Engineering UTC** ; Period - **2019/20.09** ; Year End Period(s) - **None** ; Budget - **Revised Budget 1920** ; Comparative Budget - **None** ; Cost Type(s) - **As Selected** ; Activities - **As Selected** ; Include Commitments - **All Commitments in the System** ; Show Detail Lines - **Show** ; Show Current Period Section - **Yes** ; Show Location As - **Non-Consolidated**

	UTC - South Bank Engineering UTC											Variance comments by Om
	CURRENT PERIOD				YTD TOTALS				FULL YEAR		SPENT	
	Actual	Commitments	Revised Budget 1920	Variance	Actual	Commitments	Revised Budget 1920	Variance	Revised Budget 1920	Forecast	(%)	
Total Staffing Expenditure	126,425.85	-	148,385.00	21,959.15	1,243,736.25	-	1,257,430.00	13,693.75	1,712,485.00	1,698,791.25	72.63 %	Net £13.7k fav variance due mainly; £118k u/s due to delays in recruitment of teaching staff /EDUCAT SUPPORT STAFF and Premises substantive staff which is offset by £-104.5k o/s in Agency staff.
C0 - Maintenance of Premises	-	-	167.00	167.00	15,088.14	587.65	1,502.00	(14,173.79)	2,003.00	16,176.79	782.62 %	£-14k adv var due : £-14k ADV due in main to combination of £1k spend on machine installation, incurred £10k on Impact Flooring Services (poin8401) . Note: we received insurance claim of 9.5k (on line UTC 1080) . On UTC 3000 Building Maint.
C1 - Other Occupational Costs	2,867.68	-	11,168.00	8,300.32	55,373.48	8,318.70	100,513.00	36,820.82	134,017.00	97,196.18	47.53 %	£36k net fav var due; £-35k ADV (£27.6K Act plus £7.8k Committ). This Spend will be hopefully be offset by claims10/11/12 income once received. Additionally Items over £2k need to be analysed out and capitalised on B/S and be subject to depreciated . On utc3100. £2.4k fav result of small saving in Mar20 &Apr . May 20 inv still o/s but cost should be reduced to £43.5/w *4=£175/m on contract price due to schools closed/covid 19. Sep19 to Ap20 20 invoices paid. No more conrctat payments of £2948/m for May20-Aug20, other than some adhoc deep cleaning. See utc3105 Cleaning. £1.2k fav ytd: on UTC3110 cleaning materials. On utc3110 cleaning mats. £17.8k fav var due to £6690 17/18 accrual, and £6690 18/19 accruals being reversed in p1 and not being re-input. Need to accrue £6690 for 11.9.17-31.8.18, and £6690 for Sep18-Aug19, and then allow £6690/12M £557.5/M for 19/20. Trinity are not invoicing on on time. on utc3200 Water. £17.7k fav var: No invoices received from Trinity. Usually should be approx £1k-2k/m. And no accruals made. On utc3205 Gas. £28.8k fav var: July 19 Accrual of £4.5k reversed in p1 which still appears not to have been invoiced by Trinity - This should have been Re-accrued. Aug19 to Nov19 invoices received but Dec 19 to May 20 still o/s plus jul19 £4.5k still o/s. Invoices should be approx £4.5k/m . On UTC 3210 Electricity. £3k fav as no actual charge for Insurance as its via

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Management Accounts Report

13,693.75

Selection Criteria:

Company(s) - **South Bank Academies** ; Location(s) - **UTC - South Bank Engineering UTC** ; Period - **2019/20.09** ; Year End Period(s) - **None** ; Budget - **Revised Budget 1920** ; Comparative Budget - **None** ; Cost Type(s) - **As Selected** ; Activities - **As Selected** ; Include Commitments - **All Commitments in the System** ; Show Detail Lines - **Show** ; Show Current Period Section - **Yes** ; Show Location As - **Non-Consolidated**

	UTC - South Bank Engineering UTC											Variance comments by Om
	CURRENT PERIOD				YTD TOTALS				FULL YEAR		SPENT	
	Actual	Commitments	Revised Budget 1920	Variance	Actual	Commitments	Revised Budget 1920	Variance	Revised Budget 1920	Forecast	(%)	
D0 - Educational Supplies and Services	7,077.64	2,813.60	11,350.00	1,458.76	142,613.25	12,398.89	102,103.00	(52,909.14)	136,153.00	189,062.14	113.85 %	<p>£-53k net adv var due to: £11k FAV as very little spend on UTC4000 Student Rewards. £-5.6k adv on UTC4005 Books as no budget. £4.2k fav var due to delay in curriculum needs purchase. See utc4010 equipment. £-1.4k adv on UTC4020 Stationery. £-5.1k adv on utc4025 photocopying. £0.4k fav . We will utilise Income budget to pay students (ON UTC 1004 Bursary) . On UTC4040 Bursary. £-19.2k adv on professional services (careers advice, tutoring, counselling, speech therapy). on UTC4135 Prof Services. £-15k adv due to £10k being for Baker dearing licence, and £4k for actuals and commitments. Budgetr simply too low. On utc4140 subs. £-24k adv asRev budget under-stated on UTC4150 Exams.</p>
E0 - Other Supplies and Services	17,644.05	-	19,564.00	1,919.95	192,232.90	4,906.49	176,076.00	(21,063.39)	234,768.00	255,831.39	83.97 %	<p>Net £-21k adv var due to : £-32k adv as budget simply undetsated. We have received £6721/m Sep19 to Mar20=E47k. There should be no more invoices From Apr20 to Aug20 (£6721*5m=£33605 saving because of COVID19 & re-negotiations). Actual budget for Catering should have been £80,652 (£41576 of this is on UTC5015). See UTC5000 Catering. £30.8k fav as budget (should have gone to catering) is overstated on UTC5015 Catering consumables. £-6k adv due to Wonde payments. Money should be recoverable. See utc5020 FSM. £0.8K FAV as budget of £4.5k is simply overstated on UTC 5100 Tel costs. £-12.4k adv due to website design £5k, and Bus Advisertising £3.2k . see UTC5110 Advertising. £0.9k fav due to timing of invoices . On UTC5120 Photocopying. £2.5k fav as May Pallant invoice not yet received in p9. see utc5135 IT services. £-6671 incorrect var. Cannot have neg Rev Budget for expenditure (original budget was £8668) . On UTC5200 Furn & Equip</p>

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Management Accounts Report

13,693.75

Selection Criteria:

Company(s) - **South Bank Academies** ; Location(s) - **UTC - South Bank Engineering UTC** ; Period - **2019/20.09** ; Year End Period(s) - **None** ; Budget - **Revised Budget 1920** ; Comparative Budget - **None** ; Cost Type(s) - **As Selected** ; Activities - **As Selected** ; Include Commitments - **All Commitments in the System** ; Show Detail Lines - **Show** ; Show Current Period Section - **Yes** ; Show Location As - **Non-Consolidated**

	UTC - South Bank Engineering UTC											
	CURRENT PERIOD				YTD TOTALS				FULL YEAR		SPENT	
	Actual	Commitments	Revised Budget 1920	Variance	Actual	Commitments	Revised Budget 1920	Variance	Revised Budget 1920	Forecast	(%)	
F0 - ICT Costs (Non Capital)	350.57	-	250.00	(100.57)	30,922.80	-	2,250.00	(28,672.80)	3,000.00	31,672.80	1,030.76 %	Variance comments by Om Net £-28.7k adv due to £-14k on VIRGIN Broadband, £-9k on other licences (SIMS, HOC, RULER etc) . Also some capita invoices should be adj for prepayments (utpi12084 £1024, poin2492 £528 , utpi2107 £3100) on utc5310 IT licencing.
G0 - Staff Development	845.13	-	1,427.00	581.87	36,654.08	4,857.75	12,841.00	(28,670.83)	17,122.00	45,792.83	242.45 %	Net £-28.7k adv var : £2.4k fav due to general under spend on courses. See utc6000 course fees. £-32k adverse due mainly to; Recruitment fees for; £8.9k Science Teacher, and £4.5k Donna Short, and 2K for Theresea Uzoka (but we had budget for her), £6.6k TES Subscription in p4, £3.3K Edwin C placement Fee p5 , £1.5K Gurdian Recruiterm. £2.9k S Tairat placement and commitment for TES on utc6010 Recruitment fees. £-0.9k adv due to food/snacks/pizza for staff/students. On utc6025 Hospitality.
H0 - Other Cap Expenses	-	-	-	-	-	-	-	-	-	-	-	
I0 - Depreciation	20,477.78	-	-	(20,477.78)	184,299.99	-	-	(184,299.99)	-	184,299.99	-	
Total Other Expenditure	49,262.85	2,813.60	43,926.00	(8,150.45)	657,184.64	31,069.48	395,285.00	(292,969.12)	527,063.00	820,032.12	130.58 %	
Total Expenditure	175,688.70	2,813.60	192,311.00	13,808.70	1,900,920.89	31,069.48	1,652,715.00	(279,275.37)	2,239,548.00	2,518,823.37	86.27 %	
Surplus / (Deficit) excl. Capital	(6,983.21)	(2,813.60)	(10,022.00)	225.19	(240,075.26)	(31,069.48)	(12,116.00)	(259,028.74)	(52,082.00)	(311,110.74)		
Surplus / (Deficit) excl. capital (as above)	(6,983.21)	(2,813.60)	(10,022.00)	225.19	(240,075.26)	0.00	(12,116.00)	(259,028.74)	(52,082.00)	(311,110.74)		
Add back: Depreciation (above)	20,477.78	0.00	0.00	(20,477.78)	184,299.99	0.00	0.00	(184,299.99)	0.00	184,299.99		
Surplus / (Deficit) excl Depreciation	13,494.57	(2,813.60)	(10,022.00)	20,702.97	(55,775.27)	0.00	(12,116.00)	(74,728.75)	(52,082.00)	(126,810.75)		
B/F Surplus / (Deficit) per note 16 Fin Stats 18-19										433,000.00		

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	CONFIDENTIAL
Paper title:	South Bank Academies 2020-21 Budget including 5 year financial forecast up to 2024-25
Board/Committee:	South Bank Academies Board
Date of meeting:	7 July 2020
Author(s):	Helena Abrahams – Trust Business Manager
Sponsor(s):	Fiona Morey - CEO
Purpose:	For approval – 2020-21 Budget
Recommendation:	The Board is requested to: - approve the 2020-21 Draft Budget - note the financial forecasts to 2024-25

Executive summary

The draft 2020-21 budget has been prepared using assumptions on student numbers, income and expenditure detailed in the attached documents. Board approval is required for the assumptions that have been made.

The Board is requested to approve the draft 2020-21 budget.

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South Bank Academies

I/E Group	2020-21	2021-22	2022-23	2023-24	2024-25
Revenue					
Income					
Total DfE revenue Income	0	0	0	0	0
Local Authority	0	0	0	0	0
Voluntary Income	0	0	0	0	0
Other Govn Grant rev inc	0	0	0	0	0
Other Income	650,019	706,934	726,129	745,877	766,192
Transfer in Revenue from Capital	0	0	0	0	0
Total Income:	650,019	706,934	726,129	745,877	766,192
Expenditure					
Staff Costs	543,022	584,063	609,843	633,552	644,647
Risk Protection Arrangement (RPA)	0	0	0	0	0
Other Non - Staff Costs	88,900	88,900	88,900	88,900	88,900
Transfer to capital fund	0	0	0	0	0
Total Expenditure:	631,922	672,963	698,743	722,452	733,547
In Year Surp/(Def):	18,097	33,970	27,387	23,425	32,644
Surp/(Def) B/Fwds:	0	18,097	52,067	79,454	102,878
Cumulative C/Fwds:	18,097	52,067	79,454	102,878	135,523
Capital					
Income					
DfE Capital Income	0	0	0	0	0
Local authority Capital income	0	0	0	0	0
Transfer from revenue reserves (line 420)	0	0	0	0	0
Other Capital Income	0	0	0	0	0
Transfer to Revenue from Capital	0	0	0	0	0
Land & buildings additions	0	0	0	0	0
Other fixed assets additions	0	0	0	0	0
Intangible assets additions	0	0	0	0	0
Total Income:	0	0	0	0	0
Expenditure					
Land & buildings additions	0	0	0	0	0
Other fixed assets additions	0	0	0	0	0
Intangible assets additions	0	0	0	0	0
Total Expenditure:	0	0	0	0	0
In Year Surp/(Def):	0	0	0	0	0
Surp/(Def) B/Fwds:	0	0	0	0	0
Cumulative C/Fwds:	0	0	0	0	0

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University Academy of Engineering South Bank

I/E Group	2020-21	2021-22	2022-23	2023-24	2024-25
Revenue					
Income					
Total DfE revenue Income	6,478,976	6,416,796	6,543,968	6,704,555	6,811,802
Local Authority	140,000	140,000	140,000	140,000	140,000
Voluntary Income	35,000	35,000	35,000	35,000	35,000
Other Govn Grant rev inc	0	0	0	0	0
Other Income	0	0	0	0	0
Transfer in Revenue from Capital	0	0	0	0	0
Total Income:	6,653,976	6,591,796	6,718,968	6,879,555	6,986,802
Expenditure					
Staff Costs	4,372,343	4,595,396	4,784,076	4,907,636	5,035,824
Risk Protection Arrangement (RPA)	12,663	12,726	12,790	12,854	12,918
Other Non - Staff Costs	1,896,268	1,921,983	1,939,495	1,957,377	1,975,637
Transfer to capital fund	0	0	0	0	0
Total Expenditure:	6,281,274	6,530,105	6,736,361	6,877,867	7,024,380
In Year Surp/(Def):	372,703	61,692	-17,392	1,689	-37,578
Surp/(Def) B/Fwds:	0	372,703	434,395	417,002	418,691
Cumulative C/Fwds:	372,703	434,395	417,002	418,691	381,114
Capital					
Income					
DfE Capital Income	16,274	16,274	16,274	16,274	16,274
Local authority Capital income	0	0	0	0	0
Transfer from revenue reserves (line 420)	0	0	0	0	0
Other Capital Income	0	0	0	0	0
Transfer to Revenue from Capital	0	0	0	0	0
Land & buildings additions	0	0	0	0	0
Other fixed assets additions	0	0	0	0	0
Intangible assets additions	0	0	0	0	0
Total Income:	16,274	16,274	16,274	16,274	16,274
Expenditure					
Land & buildings additions	16,274	16,274	16,274	16,274	16,274
Other fixed assets additions	0	0	0	0	0
Intangible assets additions	0	0	0	0	0
Total Expenditure:	16,274	16,274	16,274	16,274	16,274
In Year Surp/(Def):	0	0	0	0	0
Surp/(Def) B/Fwds:	0	0	0	0	0
Cumulative C/Fwds:	0	0	0	0	0

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South Bank Engineering UTC

I/E Group	2020-21	2021-22	2022-23	2023-24	2024-25
Revenue					
Income					
Total DfE revenue Income	2,263,520	2,471,289	2,782,829	2,892,524	2,929,089
Local Authority	47,000	47,000	47,000	47,000	47,000
Voluntary Income	5,250	5,250	5,250	5,250	5,250
Other Govn Grant rev inc	100,000	0	0	0	0
Other Income	0	0	0	0	0
Transfer in Revenue from Capital	0	0	0	0	0
Total Income:	2,415,770	2,523,539	2,835,079	2,944,774	2,981,339
Expenditure					
Staff Costs	1,915,672	2,017,453	2,099,741	2,156,875	2,060,128
Risk Protection Arrangement (RPA)	3,906	3,926	3,945	3,965	3,985
Other Non - Staff Costs	463,498	498,991	490,508	483,922	478,858
Transfer to capital fund	0	0	0	0	0
Total Expenditure:	2,383,076	2,520,369	2,594,195	2,644,762	2,542,971
In Year Surp/(Def):	32,693	3,170	240,884	300,012	438,368
Surp/(Def) B/Fwds:	0	32,693	35,863	276,747	576,759
Cumulative C/Fwds:	32,693	35,863	276,747	576,759	1,015,126
Capital					
Income					
DfE Capital Income	8,416	8,416	8,416	8,416	8,416
Local authority Capital income	0	0	0	0	0
Transfer from revenue reserves (line 420)	0	0	0	0	0
Other Capital Income	0	0	0	0	0
Transfer to Revenue from Capital	0	0	0	0	0
Land & buildings additions	0	0	0	0	0
Other fixed assets additions	0	0	0	0	0
Intangible assets additions	0	0	0	0	0
Total Income:	8,416	8,416	8,416	8,416	8,416
Expenditure					
Land & buildings additions	8,416	8,416	8,416	8,416	8,416
Other fixed assets additions	0	0	0	0	0
Intangible assets additions	0	0	0	0	0
Total Expenditure:	8,416	8,416	8,416	8,416	8,416
In Year Surp/(Def):	0	0	0	0	0
Surp/(Def) B/Fwds:	0	0	0	0	0
Cumulative C/Fwds:	0	0	0	0	0

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Risk register summary. June 2020

a) Key risks (score 6-9)

See following sheet

Risk Calculation	Probability		
Impact	1 low	2 medium	3 high
1 low	1	2	3
2 medium	2	4	6
3 high	3	6	9

Risk level 9

Pandemic – first added in March 2020, remains at 9 as both probability and impact are at highest level, without sufficient evidence of significant mitigation and risk reduction work yet as schools have not yet fully reopened and changing government guidance.

Risk level 6

Poor financial performance by one of the schools. Not reduced below 6 yet as full impact of Covid-related costs in 2019-20 not fully known until year end

UTC. Failure to recruit sufficient learner numbers. Remains at 6 until new intake confirmed

UTC. Poor student outcomes. Although CAG much improved, subject to moderation 2020.

UTC. Safeguarding incident. Remains at 6 because of Covid-related risks

UTC. Failure to ensure sufficient management skill and capacity. Remains at 6 because although new management capacity has been recruited, these are September 2020 starts and as yet unproven

UAE. Safeguarding incident. Remains at 6 because of Covid-related risks

b) Increased risk since previous review, March 2020

1. MAT level

Short and long term cash shortages. Risk increased to 2 overall, as although probability remains rated at 1, impact is increased to 2.

2. UTC

No increased risks

3. UAE

No increased risks

MAT											
Risk No	Risk Description	Risk consequences	Impact	Probability	Overall Risk Rating	Existing Internal Controls and Evidence	Residual Risk Level	Assessment of Control Quality / Action	Person Responsible	Direction of Travel	Next Review Date
18	Poor Financial performance by one or more of the schools	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 leading to DfE letter.	3	2	6	Computerised budgeting software Prudent financial planning 3-5 year forecast planning Sufficient reserves Planned budget surplus for each Academy Marketing program in place for the UTC Improved marketing capacity	3	Moderate	Chief Executive Financial Controller Executive Principal School Principal Trust Business Manager	→	Sep-20
24	Pandemic	Risk to community health if virus is spread unchecked. Risk to education operations if virus results in staff shortages, inability of suppliers to fulfil contracts (eg cleaning, catering). Risk to outcomes if education is disrupted.	3	3	9	Regular monitoring of updates and guidance from DfE and PH as well as local authorities. Frequent communication between key staff. All issues reported to central office for decision-making eg close contacts with cases. Frequent communication with stakeholders on behaviours and hygiene. Enhanced hygiene facilities including sanitiser gels. Risk assessments completed and updated; remote working arrangements to be reviewed. Leaders to ensure risks of spread are minimised and official guidance followed.	6	Strong	Executive Principal Principal SLT Governors Staff	→	Sep-20
UTC											
1	Failure of the UTC to recruit sufficient learners especially in Y710 and Y12 to make it viable	Significant financial risk Risk that the confidence of stakeholders is diminished Cash flow problems Long term financial problems	3	2	6	Admissions Policy Parent/Carer Communication Marketing Strategy Integrated Financial Curriculum Planning Effective Networking	2	Moderate	Executive Principal Principals Marketing Team	→	Sep-20
3	Poor Student outcomes	Poor examination results could cause a reputational and financial risk. Detrimental to student futures/careers. UTC's reputation at risk.	3	2	6	Teaching and Learning constantly monitored and reported. Termly attainment reporting sent to management and pupils Incoming students assessed for suitable attainment levels Executive Principal educational oversight UTC Improvement Partnership External consultants to improve Teaching and Learning Regular staff appraisals Trust HR Manager to advise on Staffing and issues. Principal reports to Local Advisory Body	3	Moderate /Weak	Executive Principal Principal SLT Trust HR Manager	→	Sep-20
13	Safeguarding incident at one of the UTCs.	Risk to reputation locally and nationally DfE and HSE intervention depending on scale of the event. Risk of drop in numbers of enrollments	3	2	6	Experienced SENDCO employed at UTC All staff and governors are given safeguarding and prevent training annually All students and staff complete e-safety training and firewalls are in place to secure all ICT networks.	4	Moderate	Executive Principal Principal SLT	→	Sep-20
17	Failure to ensure the managers of the UTC possess the skills and experience required to manage the UTC	Risk that the leadership at all levels including subject areas does not have the capability or experience within the sector Risk of poor recruitment of learners to the UTC Risk of poor retention and success rates Risk of recruiting unsuitable staff Risk of poor appraisal, CPD processes and the need to instigate costly disciplinary procedures	3	2	6	UTC Recruitment and selection policy and procedures Active Senior Leadership Membership Continual professional development Staff development strategy INSET Training Days Trust Finance Manager Trust HR Manager	4	Moderate	Executive Principal Principals SLT Trust central team Chief Executive Officer	→	Sep-20
UAE											
13	Safeguarding incident at one of the schools.	Risk to reputation locally and nationally DfE and HSE intervention depending on scale of the event. Risk of drop in numbers of enrollments	3	2	6	Experienced SENDCO employed at School Experienced Designated Safeguarding Lead (DSL) employed at school All staff and governors are given safeguarding and prevent training annually	4	Moderate	Executive Principal Principal SLT DSL	→	Sep-20

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South Bank Academies Trust
Financial Risk

Risk No	Risk Description	Risk consequences	Impact	Prob	Overall Risk Rating	Existing Internal Controls and Evidence	Residual Risk Level	Assessment of Control Quality / Action Needed (Strong, Moderate, Weak)	Person Responsible	Direction of Travel	Next Review Date
1	Overspend budget, caused by weak expenditure management	Lack of funding to carry out educational and business objectives Inability to recruit experienced, quality staff to achieve educational objectives re-brokering of Schools in the Academies Trust through poor financial management and continual annual deficits Risk to LSBU reputation as the Academies Trust sponsor Ris of receiving a Financial Notice to improve and los of freedoms to manage own funding through its budgets.. Insufficient funds to meet educational objectives Inability to meet external requirements as stipulated in the Academies Financial Handbook 2018 and other agencies Serious cash flow issues making financial management of funds difficult	2	1	2	Strong strategic plan of action Annual budget setting using computerized software Regular meetings of Board and Audit and Risk Committee with oversight of the Trust's finances Regular internal and external audits to ensure compliance and best practice. Regular review with Business Support Officers in the Trust with additional in-house training. Monthly management accounts prepared by the LSBU FA, Trust Finance Manager and Trust Business Manager Regular Exective Team meetings where financial performance is discussed	2	Strong	Chief Executive Financial Controller Trust Business Manager	↓	Sep-20
2	Overspend budget, caused by poor budgeting	See Above	3	1	3	Computerized budgeting software Oversight by LSBU Financial Controller and LSBU Financial Accountant Regular, monthly review by the Trust Business Manager, Executive Principal and Chief Executive. Regular meetings with School Principals Regular updates and training to the Business Support Officers.	2	Moderate/Weak	Chief Executive Financial Controller Trust Business Manager	→	Sep-20
3	Received less income than budgeted, caused by poor budgeting	See Above	3	1	3	See above	2	Moderate/Weak	Chief Executive Financial Controller Executive Principal Trust Business Manager	→	Sep-20
4	Overspend on capital schemes	Unplanned reduction on reserves or income through insufficient budgeting or planning Serious impact on cash flow management Insufficient funds to carry out educational and operational objectives Inappropriate capital works which don't reflect the teaching and learning requirements of the Trust or its schools.	1	1	1	Centralised management of the Capital Claims budget delegated by the ESFA Capital Expenditure process in place, channelled through School Advisory Boards to the SBA Board Oversight by the Trust Business Manager of the Capital Claims expenditure and the Capital Expenditure programs. Scheme of Delegation and Financial Regulations and Policy in place, detailing capex authorisations limits.	1	Strong	Chief Executive Financial Controller Executive Principal Trust Business Manager	→	Sep-20
5	Short term cash shortages	Inability to meet liabilities Unable to pay school salaries or other costs in a timely and efficient manner Inability to remain a going concern"	2	1	2	Suitable reserves in line with the requirements of the Academies Financial Handbook, Articles of Association and Agreement with the Secretary of State for Education Regular updated cash flow management with spot cash flows Regular review of bank accounts, reserves and operating balances	1	Strong	Chief Executive Financial Controller Trust Business Manager Finance Officers	↑	Sep-20
6	Long term cash shortages – insufficient reserves	Lack of funding to carry out educational and business objectives Inability to recruit experienced, quality staff to achieve educational objectives re-brokering of Schools in the Academies Trust through poor financial management and continual annual deficits Risk to LSBU reputation as the Academies Trust sponsor Ris of receiving a Financial Notice to improve and los of freedoms to manage own funding through its budgets.. Insufficient funds to meet educational objectives Inability to meet external requirements as stipulated in the Academies Financial Handbook 2018 and other agencies Serious cash flow issues making financial management of funds difficult	2	1	2	Trust currently has a strong cash flow surplus position Suitable level of reserves in place Regular monitoring of income and expenditure Prudent planning and staffing, recruitment practices Review of salary scales and teacher pay awards Regular monitoring of Bank Account levels Regular cash flow monitoring	1	Strong	Chief Executive Financial Controller Trust Business Manager	↑	Sep-20

7	Improper or irregular use of funds	Lack of funding to carry out educational and business objectives Inability to recruit experienced, quality staff to achieve educational objectives re-brokering of Schools in the Academies Trust through poor financial management and continual annual deficits Risk to LSBU reputation as the Academies Trust sponsor Risk of receiving a Financial Notice to improve and loss of freedoms to manage own funding through its budgets. Insufficient funds to meet educational objectives Inability to meet external requirements as stipulated in the Academies Financial Handbook 2018 and other agencies Serious cash flow issues making financial management of funds difficult	2	1	2	SBA Financial Regulations and Procedures in place, regularly updated Scheme of Delegation in place Internal Controls subject to regular scrutiny by auditors Internal audits Expenditure authorisation process clear. Experienced Senior Leaders with in-depth experience of the Academies Financial Handbook and principles of fund accounting AO and CFO familiar with AFH and updates.	1	Moderate	Chief Executive Financial Controller Executive Principal Trust Business Manager Finance Officers	→	Sep-20
8	Errors in accounts caused by inadequately skilled or inexperienced finance staff	Non production of a clean set of accounts Inaccurate information on which to base business and educational decisions Loss of oversight and prudent management of Trust finances Instability in the nature of the Trust as a result of poor financial management	3	1	3	Experienced, stable Finance Team with proven qualifications and experience in place. Access to advice and expertise from Sponsor	2	Weak	Chief Executive Financial Controller Executive Principal Trust Business Manager Finance Officers	→	Sep-20
9	Loss caused by lack of security over assets including cash	Inability to carry on operating as a business or meet educational objectives Increased cost of replacing assets Potential Reduction in cash flow creating difficulties in meeting liabilities Large capital replacement expenditure	3	1	3	Asset Register in place and updated to ensure full information is kept Asset Management Plan in place which is used to plan, control and review assets and whether they are fit for purpose Strong security measure in place to ensure no loss of assets Reporting to SBA Board and Audit and Risk Committee Appropriate and effective security levels for processing and storing cash that is collected	2	Moderate	Chief Executive Financial Controller Executive Principal Trust Business Manager	→	Sep-20
10	Fraudulent payments to suppliers	Overpayments to suppliers unrecoverable payments and ongoing disputes Reduction in confidence of the Finance Team.	3	1	3	Annual review of effectiveness of internal controls Expenditure authorisation procedures Systems under constant review Internal and external auditors Oversight by LSBU Financial controller Oversight by the Trust Business Manager	2	Moderate	Chief Executive Financial Controller Executive Principal Trust Business Manager Finance Officers	→	Sep-20
11	Fraudulent payments to staff	Loss of confidence of Sponsor in SBA management of finance. Loss of income Risk of reporting Fraud to ESFA and losing freedom to manage own finances as guardians of public funds	2	1	2	SBA Scheme of Financial Regulations and Policy in place Trained staff in Compliance and Fraud Authorisation limits in place and reviewed regularly Robust procedure in place for monthly payroll sign off and review Staffing salaries and expenditure under constant review	1	Strong	Chief Executive Financial Controller Executive Principal School Principal Trust Business Manager	↓	Sep-20
12	Insufficient insurance cover	Irreparable damage or loss to Trust Assets Hinderance in achieving educational and business objectives Risk of prosecution for not insufficient insurance cover for legal requirements such as employers' liability Loss of reputation as a good employer Risk of litigation	2	1	2	Annual review of insurance arrangements by Trust Business Manager, Executive Principle and CEO Review by external providers Benchmarking with other Academies and Trusts Member of the Governments RPA Insurance scheme especially designed to meet the needs of UK Schools.	1	Strong	Chief Executive Financial Controller Trust Business Manager	→	Sep-20
13	Failure to ensure that the income due to the school is collected in a timely and efficient manner and fully reconciled as per financial regulations	Loss of income Inability to meet educational and business objectives reduction in cash flow and reserves Inability to meet liabilities Increasing debts Inability to meet liabilities or staff salaries	2	2	4	Month end reporting reviews income and ensure it is at the correct level Review and use of Remittance and Payment Schedule Aged debtors are sent statement reminders while all income is cross referenced on the cash flow Experienced TBM with Education Experience and knowledge of Schools Funding Trust Business Manager with LSBU Financial Accounts monitors all income regularly LSBU Financial Accountant performs all Bank and control account reconciliations	3	Moderate	Chief Executive Financial Controller Executive Principal Trust Business Manager Finance Officers	→	Sep-20
14	Failure to ensure that Goods and Services are purchased in line with Financial Regulations and that Suppliers are paid in a timely and efficient manner	Risk of fraud Inability to manage cash flow sufficiently Mis-reporting of monthly management accounts	2	1	2	Monthly reports from the School Financial regulations awareness, Internal Controls operated by the Trust at School wide level BACS Payment system used by the School Effective Internal and External Audit Use of Month End Checklists	2	Weak/Moderate	Chief Executive Financial Controller Executive Principal Trust Business Manager Finance Officers	↓	Sep-20

15	Failure to ensure that a comprehensive, up-to-date list of Suppliers to the School is maintained	Loss of oversight of accounts and procurement Risk of fraudulent payment to supplier Procurement difficulties arising from poor supplier account management Risk of overpayment of suppliers	2	1	2	Financial Regulations awareness Internal Controls operated by the School Finance Team Effective Internal and External Audit Oversight by the Trust Business Manager Oversight by the LSBU Financial Controller	1	Strong/Moderate	Chief Executive Financial Controller Executive Principal School Principal Trust Business Manager Finance Officers	→	Sep-20
16	Changes to funding via Government Policy	Reduction in funding for student numbers Risks to the Trust as a going concern as required by Companies House and SORP	3	1	3	Monitoring of Government policy Long term forecasts monitored by audit committee Financial expertise at Operational and Board level.	2	Moderate	Chief Executive Financial Controller Trust Business Manager	→	Sep-20
17	Failure to meet internal/ external financial targets and deadlines	Late submission of budgets/accounts to ESFA, possible litigation, possible fines	2	1	2	Email reminders from ESFA Experiences TBM Published annual cycle SBM Networking	2	Strong	Chief Executive Financial Controller Trust Business Manager	→	Sep-20
18	Poor Financial performance by one or more of the schools	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 leading to DfE letter.	3	2	6	Computerised budgeting software Prudent financial planning 3-5 year forecast planning Sufficient reserves Planned budget surplus for each Academy Marketing program in place for the UTC New marketing appointment for the UTC	3	Moderate	Chief Executive Financial Controller Executive Principal School Principal Trust Business Manager	→	Sep-20

South Bank Academies MAT

Risk No	Risk Description	Risk consequences	Impact	Probability	Overall Risk Rating	Existing Internal Controls and Evidence	Residual Risk Level	Assessment of Control Quality / Action Needed (Strong, Moderate, Weak)	Person Responsible	Direction of Travel	Next Review Date
19	Changes in Leadership creating an instability in strategy, vision and values across the Trust and its Schools.	Lack of experience in education and leadership Frequent churn of senior leaders giving poor direction and vision Low morale Low staff performance Poor examination results	2	1	2	Appointment of experienced Executive Principal Creation and development of middle leaders Training as an Ofsted inspector Experienced SLT Effective Governor oversight	2	Strong	Chief Executive Executive Principal	→	Sep-20
20	Failure to ensure that up-to-date information regarding the legislation relating to charities is maintained and kept updated by Trust Business Manager	Risk that legislative requirements are not known or complied with Financial risk Risk that the Governing Body are not aware of their legislative obligations	2	1	2	LSBU Clerk to the Local Advisory Bodies Networking Groups EFA Updates School website Professional bodies The Key PWC Internal Auditor External Auditor	1	Strong	Chief Executive Executive Principal Trust Business Manager Financial Controller	→	Sep-20

South Bank Academies MAT

Risk No	Risk Description	Risk consequences	Impact	Probability	Overall Risk Rating	Existing Internal Controls and Evidence	Residual Risk Level	Assessment of Control Quality / Action Needed (Strong, Moderate, Weak)	Person Responsible	Direction of Travel	Next Review Date
21	Changes in personell/ high turnover of staff creating instability in operations at the Trust	Lack of oversight of accounts, processes and procedures Poor year end Inaccurate financial reporting Risk of receiving Qualified Accounts Non-compliance	3	1	3	Experienced TBM in financial management Experienced Financial Controller oversight Financial policies and procedures in place Trust HR Manager in place	2	Moderate	SBA Board Chief Executive Officer Executive Principal Principals Trust Business Manager	→	Sep-20

22	Failure of the trust to produce open and regular management accounts	School receives a set of qualified accounts from its annual audit. Year-end doesn't run smoothly High Management Letter ratings as a result of internal and external audit Fines from the ESFA Potential Financial Notice to Improve Potential loss of freedoms to manage delegated finances	3	1	3	Monthly Management Accounts Budget monitoring reports Regular reporting to the Audit Committee and SBA Board Effective internal and external audits Oversight by Sponsor LSBU of finances Awareness of ESFA Academies Financial Handbook 2018 and regulations Annually updated SBA Financial Regulations and Procedures presented to Audit Committee for oversight and approval Delegated Letter of Authority	2	Moderate/Weak	SBA Board Chief Executive Officer Executive Principal Principals Trust Business Manager	→	Sep-20
23	Safeguarding incident at any of the Schools	Risk to child/children, risk to reputation of the Trust and/or its Schools, DfE and HSE intervention depending on seriousness of incident. Risk to Ofsted rating.	3	1	3	Safeguarding policy and training in place Experienced SLT in safeguarding issues Regular training and update to all staff Safeguarding policy and procedures in place followed by Staff Staff awareness of reporting procedures and responsibilities for any safeguarding issues	2	Strong	Executive Principal Principal SLT Governors Staff	→	Sep-20
24	Pandemic	Risk to community health if virus is spread unchecked. Risk to education operations if virus results in staff shortages, inability of suppliers to fulfil contracts (eg cleaning, catering). Risk to outcomes if education is disrupted.	3	3	9	Regular monitoring of updates and guidance from DfE and PH as well as local authorities. Frequent communication between key staff. All issues reported to central office for decision-making eg close contacts with cases. Frequent communication with stakeholders on behaviours and hygiene. Enhanced hygiene facilities including sanitiser gels. Risk assessments completed and updated; remote working arrangements to be reviewed. Leaders to ensure risks of spread are minimised and official guidance followed.	6	Strong	Executive Principal Principal SLT Governors Staff	→	Sep-20

South Bank Academies MAT

Risk No	Risk Description	Risk consequences	Impact	Probability	Overall Risk Rating	Existing Internal Controls and Evidence	Residual Risk Level	Assessment of Control Quality / Action Needed (Strong, Moderate, Weak)	Person Responsible	Direction of Travel	Next Review Date
24	Failure to meet GDPR guidelines for storing and collating data in the Trust and its Schools	Litigation, possible fines, loss to reputation	2	2	4	Outsourced GDPR oversight by Judicium Regular GDPR compliance audits across the SBA Trust	2	Strong/Moderate	Chief Executive Executive Principal School Principal	↓	Sep-20
25	Inadequate challenge and ineffective local governance for Trust and Schools	Failure to achieve mission and objectives of the Trust. Poor decision making and information flow. Risk to one establishment not following trust procedure	3	1	3	Local advisory boards and link Governors SBA Board oversight Experienced Executive Principal with extensive education background Chief Executive oversight	2	Moderate	SBA Board Chief Executive Executive Principal	→	Sep-20
26	UKVI regulations not met	Loss of licence, fines and/or prosecution	2	1	2	Experienced Trust HR Manager in place Trust Business Manager Experienced Chief Executive and Executive Principal Effective computer systems for tracking personell Effective recruitment procedures	1	Strong	Chief Executive Executive Principal School Principal HR Manager	→	Sep-20
27	Failure to comply with ESFA and DfE guidelines	Notice given on non-performance, litigation, possible fines, loss to reputation, makes recruiting students more challenging.	3	1	3	See above	2	Strong	Chief Executive Executive Principal School Principal Trust Business Manager	→	Sep-20
28	Failure to safeguard the Trusts' and its Schools' assets from theft or damage	Health and safety risk to students and staff Increased premises costs Increased costs for asset management plan on limited budget Need to transfer costs from limited reserves	2	1	2	Up to date asset register Asset management plan in place and up to date Experienced premises team in place with oversight of assets	1	Moderate	Chief Executive Executive Principal School Principal Trust Business Manager Financial Controller	→	Sep-20
29	Failure to carry out the correct audit/review procedures to ensure building, maintenance, health and safety regulations are upheld in both schools	Poor Health and Safety Audit increased accumulation of costs which could be reduced with timely intervention increased scrutiny from oversight organisations	2	2	4	Health and Safety audits by external organisations H&S reference software on websites for advice Experienced site operations manager and team Risk assessments Regular checks and reporting on all H&S procedures Regular checks on equipment and buildings	3	Moderate	Chief Executive Financial Controller Trust Business Manager Executive Principal School Principal	→	Sep-20

30	Failure to maintain the asbestos register for both schools	Failure to comply with external compliance bodies Damage to Trust and Sponsor reputation Health and Safety Risk to staff and students Increased costs and fines for non compliance	2	1	2	Annual reporting to ESFA of Asbestos management Shared responsibility across the Trust and Boards for management of Asbestos Regular asbestos inspections to update on any changes Updated and regularly reviewed asbestos register Asbestos management plan in place and regularly updated.	2	Strong	Chief Executive Executive Principal School Principal	→	Sep-20
31	Failure of the Trust to follow employee legislation	Risk of fines and reputation Greater risk of litigation and claims Increased costs through non compliance	3	1	3	Experienced Trust HR Manager in place Executive Principal and CEO oversight Access to LSBU Sponsor organisation procedures and experienced staff Updated HR and Recruitment policies in place	2	Strong	Chief Executive Executive Principal School Principal Trust HR Manager	→	Sep-20
32	Failure to ensure that the School complies with Tax legislation	Risk that the legislative requirements relating to VAT, PAYE, National Insurance etc. are not known or complied with Financial risk Litigation risk	3	1	3	Support from School Payroll Provider and the associated policies Internal and External Auditors Oversight by Trust Business Manager and Finance Manager Oversight by Financial Controller	2	Strong	Executive Principal Principals Local Advisory Board Trust Business Manager	→	Sep-20

Risk Calculation	Probability		
	1 low	2 medium	3 high
Impact			
1 low	1	2	3
2 medium	2	4	6
3 high	3	6	9

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	CONFIDENTIAL
Paper title:	Summary of Audit committee and SAB meetings
Board/Committee:	South Bank Academies Board Meeting
Date of meeting:	07 July 2020
Author(s):	Michael Broadway, Company Secretary
Sponsor(s):	Michael Broadway, Company Secretary
Purpose:	To note
Recommendation:	The Board is requested to note.

Executive Summary

The Board is requested to note the summary of the SBA Audit committee, UTC SAB and UAE SAB meetings.

Summary of SBA Audit committee and SAB meetings

SBA Audit Committee – 2 July 2020

The committee approved:

- The internal audit plan for 2020-21. The following audits specific to SBA will be undertaken:
 - Budget monitoring process;
 - Review of facilities contract management; and
 - HR policies and procedures review.
- The external audit plan for year end 2020 to be undertaken by Buzzacott, the newly appointed external auditors.
- Financial controls policy subject to comments from the internal and external auditors.

The committee discussed:

- External Audit findings and progress update from 2017/18 and 2018/19 audits. The committee was satisfied that good progress was being made against the outstanding actions.
- internal audit progress report
- updated risk registers which take into account the impact of the pandemic (an item on the board agenda)

The committee noted:

- Anti-fraud, bribery and corruption report – there was nothing to report.
- Speak up – there was nothing to report.

South Bank UTC SAB – 1 July 2020

The SAB discussed:

- an update on the re-opening of the school;
- an update on assessment, recording and reporting; and
- an update on student recruitment.

University Academy of Engineering SAB – 9 July 2020

The SAB will discuss:

- Principal's report - focus on online school;
- Pupil Premium statement of impact;
- Development planning for 2020/21; and
- Assessment and reporting.