

**Minutes of the meeting of the South Bank Academies Board
held at 4.00 pm on Tuesday, 11 July 2017
South Bank Engineering UTC, 56 Brixton Hill SW2 1QS**

Present

David Phoenix (Chair)
Rao Bhamidimarri
Adam Crossley
Douglas Denham St Pinnock
Richard Flatman
Tony Giddings
Richard Parrish (From minute 5)
James Stevenson

Apologies

Steve McGuire

In attendance

Michael Broadway
Dan Smith
Pervena Singh (Clerk)

1. Welcome and apologies

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

2. Declarations of interest

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

3. Minutes of previous meeting

The Board approved the minutes of the meeting of Thursday, 30 March 2017.

4. Matters arising

The Board discussed the pending matters arising from the previous meetings;
March 2017;

Agenda Item 7, finance report – the Board noted that monthly financial management reports are to be sent to directors on the appointment of the new Business Manager starting in August 2017.

Agenda Item 13, AOB – the Board noted that the South Bank Academies website is fully compliant and nearing completion and will be made live shortly.

December 2017;

Agenda Item 5, Chief Executive's report - The Chair updated the Board on the progress of the appointment of Lesley Morrison. The Chair and the CEO in April 2017 had met Ms Morrison she would confirm whether she had the time to commit to the role.

Agenda Item 6, Strategic plan – the Board were informed that the draft strategic plan has been circulated to the school Principals for their feedback.

Agenda Item 15, Board and Local Governing Body Membership - The Chair provided an update on the recruitment of a permanent CEO, which has been put on hold following various developments within the company. The current CEO will continue until summer 2018.

Agenda Item 16, Policies – The Business Manager to circulate the amended version of the financial control policy as soon as possible.

5. **CEO's Report**

The Board was presented with the CEO's report, which included detail on the two schools, the departure of the current Business Manager, learning and teaching, behaviour for learning, student recruitment, LSBU links and updates from the Department for Education (DfE) and Ofsted inspections.

The Board discussed the Ofsted inspection at the Academy which took place on Tuesday, 9th and Wednesday, 10th May 2017. The Board were pleased to note the outcome of 'Good'. It was agreed that the Clerk would circulate the final Ofsted report to directors when published.

The Board discussed the DfE inspection which took place on Friday, 23 June 2017 at the UTC. Feedback from the visit had not yet been received. The Board were reminded that the DfE will inspect the school every term, which is normal procedure for newly formed University Technical Colleges.

The CEO confirmed the resignation of the Company's Business Manager. The Board thanked him for his support towards the formation of the MAT. The CEO explained that the new Business Manager would be joining in August 2017 and will bring with her extensive knowledge of business management, finance, and school compliance.

The CEO highlighted the challenges faced by the UTC for student recruitment. The Board discussed the current numbers of applicants, especially in year 10.

The Board discussed links between LSBU, South Bank Academies and the two schools, and were pleased to hear of the initiatives put in place to strengthen the relationship and better engagement.

The Board discussed expansion of the MAT, and requested a draft strategy on expansion for discussion at a Board strategy session.

The Board requested reporting by exception to the Board of any issues raised at the local governing bodies meetings, via the CEO's report.

6. MAT marketing strategy

The Board discussed the MAT marketing strategy report which included an overview of the marketing objectives, the current market, strengths and areas to improve, target audience, assessment of marketing channels, trust level marketing and school level marketing. The marketing strategy was closely linked to the recruitment at school level.

The Board questioned the marketing process for targeting parents. It was noted that both schools are keen to develop greater engagement with parents.

The CEO confirmed that the Academy holds monthly Parent Teacher Association (PTA) meetings, led by parents. Engagement with parents at the UTC was being developed.

The Board discussed the importance of individual school brands, which form part of the group brand. The Board emphasised the impact of social media.

The Board noted that in order to improve the UTC's brand it may be necessary to change its name in the future, potentially to 'London South Bank Engineering UTC'.

The Board requested that the marketing strategy should cover position, branding and links to London South Bank University (LSBU).

The revised brand and marketing strategy would be discussed at the strategy meeting in autumn 2017. LSBU's Chief Marketing Officer, Nicole Louis would be invited to this session.

7. May financial management report

The Board discussed the May 2017 consolidated financial management report, which forecasted a surplus of £307k for the year.

The Board were informed that the forecast surplus had reduced due to lower than anticipated pupil numbers leading to a clawback from Education and Skills Funding Agency (ESFA).

The Board noted that both schools were forecasting a surplus.

8. **MAT budget 2017/2018**

The Board discussed the MAT Budget for 2017/2018 and five year forecasts. The budget included the Company's consolidated budget, individual budgets for schools, central services and an analysis of income and expenditure.

The Board noted the surplus as a percent of income was budgeted to reduce to 1%. The Board agreed that the aim should be to achieve 2.5% for 2017/18 rising to 5% in 2021/22.

The Board requested a revised budget to be circulated to directors for approval via email. The budget and five year forecasts would be submitted to the Department of Education (DfE) by Monday, 31 July 2017.

The Board requested management to use LSBU's procurement expertise to help achieve value for money.

9. **MAT risk register**

The Board noted the MAT risk register which had been reviewed by the audit committee at its meeting on Thursday, 6 July 2017. The Chair of the audit committee confirmed that the risk register's review dates needed to be amended following discussion at the audit committee meeting.

The Board noted the high risk areas facing the MAT currently are safeguarding, health and safety due to UTC's temporary accommodation, the fair funding formula and student recruitment.

10. **UTC assurance visit report**

The Board noted the report on the assurance visit by two directors and the CEO, which took place at the UTC on Tuesday, 6 June 2017.

11. **Board Committees and LGBs report of decisions**

The Board noted the report on decisions at each of the local governing bodies. The Board requested a high level score sheet to provide an indication of the progress of pupils.

12. **Governance effectiveness assessment summary**

The Board noted an overview of the results from the governance effectiveness review. The Board noted the key areas that require further improvement.

The Board noted that the LSBU Board of Governors has established a working group to look at the group governance structure.

The results of this effectiveness review will feed into the work for the working group. It was agreed that the relationship between the Board and the LGBs would be discussed.

Date of next meeting
2.00 pm, on Thursday, 14 September 2017

Confirmed as a true record

..... (Chair)