

Support for UTCs

Baker Dearing
Educational Trust



“One of the hardest jobs for any UTC leader is delivering a unique technical education within existing DfE and ESFA boundaries. As the intermediary between UTCs and government, Baker Dearing ensures needs of UTCs are prioritised. They also have an experienced team of experts always on hand to support UTCs when needed.”

– Kate Tague, WMG Academies Trust



Baker Dearing exists only to support University Technical Colleges (UTCs). Established in 2009 with an original focus on opening new UTCs, Baker Dearing now sits at the centre of the network and is uniquely placed to provide co-ordinated assistance to, and advocacy for, UTCs.

UTCs, through their association with employers and universities, through project-based learning, and through a focus on technical subjects, bridge the gap between the world of education and the world of work. I am proud that 47 UTCs across England educate 19,000 students, supported by more than 400 employers and universities.

Lord Baker, Chairman

Support for UTCs



1

Helping UTCs achieve high standards:

Baker Dearing has a small team of highly experienced staff who help UTCs directly, and commissions proven expertise from across the network. The charity's support addresses only the unique and distinctive aspects of UTCs, help for which is hard to find elsewhere in the wider education system. This assistance includes, but is not limited to, improving the delivery of technical education, raising student recruitment, strengthening employer and university engagement, and improving UTC finances.

In addition to general programmes of support, during the last term alone, around half of all UTCs received individual help with the delivery of technical education, multi-academy trust transfers, preparation of financial plans, governance matters, and the recruitment and management of employer partners, etc.

During the new academic year, both directly and through collaborative networks and brokered expertise, Baker Dearing will provide UTCs with support in: the delivery of various technical specialisms; the introduction of new technical qualifications, particularly T Levels; induction for Principals new to the unique aspects of running a UTC; preparation for Ofsted inspections; as well as wider educational and leadership matters.

The Baker Dearing Educational Trust provides a conduit of strength for sharing good practice. Our employer partners enjoy Baker Dearing's strong vision which equips learners with the skills behaviours and knowledge to enter the workplace or higher education. Experienced BDT personnel have supported our UTC's needs by providing staff with timely and effective support where needed. This great partnership brings the expertise and experience together to provide excellent destinations for our learners.

– Geoffrey Fowler, CEO, London Design and Engineering UTC

In addition to education support, Baker Dearing staff assist with the development of financial recovery plans, where needed incorporating benchmarking, financial peer review and advice and advocacy when negotiating with the ESFA.

As we emerge from the Covid-19 crisis, Baker Dearing also recognises that strong UTC employer and university engagement are more important than ever to ensure that all student leavers can secure the right destination. Therefore, the charity is allocating additional resource to programmes of support for employer recruitment, employer-led projects and advice, and multi-UTC employer engagement activities.

Finally, with the majority of UTCs moving into multi-academy trusts, Baker Dearing assists with the complex and time-consuming process of transfer, and in particular, works with multi-academy trusts which already contain a UTC, to help them grow.





2

Fostering a supportive community across the UTC network:

Baker Dearing provides a rich programme of events for UTC staff and governors; regular advice and guidance, as well as general communication, across all UTCs; and research, data and analysis regarding programme developments. The charity also uses its purchasing power to achieve discounts on various third-party services.

Last year, in the summer term alone, Baker Dearing conducted over 30 online events for UTC staff and governors. The charity also helped UTCs to navigate the challenges caused by the recovery from the Covid-19 pandemic by issuing short guidance reports specifically for UTCs.

This year, Baker Dearing is running events, mainly online, for a range of UTC staff (Principals, specialism leads, employer engagement leads, finance professionals, and marketing leads) and governors. A provisional schedule can be found on page 23. The charity has also negotiated a variety of discounts for all UTCs, including a reduced price per student for GL Assessment. A full schedule of discounted and free services for UTCs, including Redborne support and entry into the Baker Awards, can be found on page 22.

3

Shaping the policy, regulatory, and media environment for UTCs:

The political and policy landscape for education is constantly changing. It is imperative that the unique and relevant education offered by UTCs enjoys strong advocacy within government, the media and other important stakeholders.

Baker Dearing, as the representative body for the UTC programme, is well placed to achieve this aim. The charity maintains strong relationships with senior staff at the DfE, ESFA, Ofsted and various examination boards to shape a supportive policy and regulatory environment. The charity actively engages with individual Members of Parliament to ensure strong local support for UTCs.

Last year, as well as maintaining a termly dialogue with personnel at the eight regional schools commissioner offices, Baker Dearing held various meetings with senior staff at Ofsted to ensure the specific context of UTCs was understood with the resumption of inspections. The charity also met with the Minister for Schools and the Secretary of State on several occasions, representatives from the Education Select Committee, and about half of those MPs with a UTC in their constituency, to raise the programme's profile and to lobby for support. Baker Dearing's Chairman remains very active in the national media.

Baker Dearing receives no income for its support for UTCs directly from the DfE. The charity's activities are funded through a combination of the UTC Licence Fee and donations from grant-making trusts. The objective every year is to raise and spend a minimum of 50% more than the income received from the Licence Fee, to ensure that all UTCs across the programme receive outstanding value for money. A summary of Baker Dearing's full range of support for UTCs can be found on the following pages.

"Your advocacy has made such a difference to so many students' lives and their future prospects. I am enormously grateful to you all at BDT." – Vanessa Ogden, Mulberry Schools Trust



Impact

“Baker Dearing, in my opinion, has been the reason that the UTC model/movement is gaining in strength and has succeeded where other similar initiatives have fallen. Being part of a larger group and able to learn from each other and position UTCs to make such a difference to students who have a passion for STEM and working with employers in an innovative and profound manner is truly transformational.”

– Jo Harper
CEO, Activate Learning Education Trust

- [47 UTCs](#) are open today educating c.19,000 students
- The DfE has supported the UTC programme and publicly acknowledged the UTC brand and Baker Dearing. A [Memorandum of Understanding](#) between Baker Dearing and the DfE sets out the key principles to ensure a collaborative working arrangement.
- The DfE and ESFA have committed to significant operational support to help all UTCs to succeed;
- Ofsted and the DfE have recognised publicly that Progress 8 and EBacc are not appropriate accountability measures for UTCs, whereas destinations would be a more suitable measure;
- Ofsted inspectors have developed a deeper understanding of UTCs. Today, three-quarters of UTC grades are currently good or outstanding. Four UTCs are now recognised as outstanding;
- The ESFA and HM Treasury have a greater appreciation of the additional costs of running a UTC, when compared with a mainstream secondary school;
- DfE grant of Transitional Funding has been secured for each of the past five years totalling £900,000 per UTC;
- c.400 employers and universities have been recruited nationally to support UTCs;
- A practical model of employer engagement within a schools setting has been developed, and [third parties recognise](#) UTC success with project-based learning;
- Outstanding student destinations after leaving UTCs, into hard-to-fill areas of the economy including Level 4+ apprenticeships and STEM courses at university, have been achieved;
- Political support for UTCs has been demonstrated across parties;
- The Baker Clause aims to raise awareness of technical education by requiring all schools to permit UTC staff to talk to their students, and was enhanced through the 2022 Skills Bill;
- Funding for certain UTCs to grow their post-16 provision and capital for T-Level delivery has been secured during 2021/22 academic year;
- Most importantly, the life chances of 40,000+ students have been materially improved, by providing them with an education today which really does prepare them for tomorrow's careers.



Simon Connell, Chief Executive

Simon runs Baker Dearing and leads on all policy initiatives for UTCs, particularly engagement with the DfE, ESFA and other key stakeholders.

sconnell@utcolleges.org



Kate Ambrosi, Dir. of Innovation&Learning

Kate manages all the UTC specialist network activities, serves as exam board liaison, and handles aspects of employer and university engagement.

kambrosi@utcolleges.org



Steve Leahey, Senior Advisor

A former UTC Principal, Steve advises UTCs on educational matters, specifically leading on T Level support.

sleahey@utcolleges.org



Magdalin Clancy, Senior Advisor

A highly experienced school leader, Magdalin leads on our support for all UTC finance-related issues.

mclancy@utcolleges.org



Colleen Bower, Senior Advisor

Colleen works with UTCs to support the development of productive partnerships and meaningful sponsor engagement.

cbower@utcolleges.org



Amy Sutcliffe, Projects Coordinator

Amy coordinates projects across the UTC network, supporting the UTC specialist network activities.

asutcliffe@utcolleges.org



Ros Kipps, Events & Comms Manager

Ros manages Baker Dearing's successful events programme and handles communications with UTCs and the outside world.

rkipps@utcolleges.org



Ian May, Finance Director

Ian manages the day-to-day finances of Baker Dearing, including UTC Licence arrangements.

imay@utcolleges.org



Nicolas Heslop, Senior Advisor

Nicolas is well-known around the corridors of Westminster and supports Baker Dearing with policy and lobbying.

nheslop@utcolleges.org



Rachel Bolton, Admin Assistant

Rachel supports the Baker Dearing team with all things admin, working closely with Kate and Amy as well as the wider team.

rbolton@utcolleges.org



Louise Wilson, CEO's Assistant

Louise helps Baker Dearing to run smoothly and, amongst her many tasks, manages Simon's diary.

lwilson@utcolleges.org



Kathy Fogarty, Chairman's Assistant

For over 30 years, Kathy has helped Lord Baker to manage his parliamentary, professional, charitable and literary commitments.

kfogarty@utcolleges.org



Wider support

In addition to the core Baker Dearing team, we are fortunate to have long-standing relationships with the following experts:

Experienced Principals: On request, Cherry Tingle (executive Principal at Energy Coast UTC) and Alex Hayes (former Principal UTC Norfolk), and members of the UTC Core Principals Group can provide mentoring and ad hoc support to new Principals.

Data and examination analysis: Our long-standing relationship with Ian Belcher and the team at Redborne Upper School, in conjunction with GL assessment, provides UTCs with student progress and examination attainment analysis.

Press and media relations: Our PR partners, Grade Communications, can help to raise your UTC's profile through the trade and local press.

Fundraising: Each year we raise an additional 50% of our licence fee income to augment the support we provide to UTCs. Our fundraising consultant, Glen Fendley, is on hand for advice to individual UTCs.



Tailored support for 2022-23

Ofsted inspection support

Over the last academic year seven UTCs were inspected. Today, three-quarters of all UTCs with a live inspection are judged 'at least good'. It is likely at least a further twelve UTC will receive an inspection during the coming school year. Recognising this, our support for the next 12 months has two strands:

1. Generic support and information exchange

Early in the year, we will offer all Principals and/or senior leaders the opportunity to hear and discuss feedback from two key groups i) Principals whose UTCs were inspected last year ii) the new UTC Ofsted Inspector colleagues who will complete their training this September.

2. Direct engagement with those UTCs anticipating inspection in autumn or spring

Recognising the majority of this group are in MATs, we will support the appropriate MAT and UTC leaders to recognise strengths and identify areas of risk. Where those lie within the distinguishing provision of UTCs, specialist technical curriculum or student work readiness, Baker Dearing will offer our expertise as part of the MAT's overall solution. This may be drawn from our central team or be brokered from proven experts from within, or known to, the UTC programme. A moderate budget has been protected to support this process.

We request that the UTC/MAT advises Baker Dearing (via director@utcolleges.org) as soon as possible following receipt of the Ofsted call announcing the inspection. We are uniquely placed to advise on any previous engagement with your inspectors and our usual expectations in terms of their being equipped to inspect your specialist curriculum.

New Principals support programme

Running a UTC requires a unique set of skills. This year, the UTC family welcomes a number of new Principals. To support their transition, we have curated a UTC induction program and one-to-one support from an existing or recently retired Principal of a UTC. The program, designed in partnership with the Core Principals, will cover many of the things that make leading a UTC a unique experience. The topics below will be presented and discussed by Baker Dearing speakers and experienced UTC Principals on the Away Day on the 29th September and then in a series of short online workshops (Thursday afternoons, 1:30pm):

- Strength in numbers: Working with the UTC community and Baker Dearing.
- The four distinctive characteristics of UTCs.
- Building a specialist curriculum.
- Impactful employer engagement.
- Accountability measures in UTCs.
- Securing ambitious destinations for all students.
- Student recruitment: strategy and operation.
- HR in the UTC context, including staff recruitment and retention.
- Financial management in a UTC.
- Good governance in a UTC context.
- Pastoral support – best practice in a UTC.

UTC Principals who are not new but would like to attend any of the sessions above, please contact Kate Ambrosi.

T Level implementation support

Making T Levels a success is vital for all UTCs. We are delighted that Steve Leahey, former Principal of The Leigh UTC, will be leading a programme of support for all UTCs planning for delivery or already providing T Levels in all specialisms. Steve, who has overseen T Level delivery at The Leigh UTC since September 2020, will:

- Lead the UTC T Level Standards Board which provides a UTC wide view on the rollout of T-Levels to the programme and DfE.
- Update the UTC specialist networks (engineering, digital etc.) as their T Levels develop.
- Work with Awarding Bodies to improve communication and provide training for UTC staff.
- Provide bespoke T Level support for individual UTCs, MATs, employer partners and other stakeholders.
- Work with UTCs to develop case studies to promote the excellent delivery of T Levels in UTCs.
- Help UTCs with capital and specialist equipment bids.
- Provide advice and guidance to UTCs to enable them to deliver T level Industry Placements.

For more information or support with T Level implementation, please contact Steve Leahey.



Sponsor engagement support



Baker Dearing support for employer engagement this year will focus on three strands of activity: development of our collective knowledge and understanding of **impact** in relation to employer activity so that we align our programmes better with employers' and universities' strategic objectives and demonstrate how we help them meet those; building a **progressive** approach to employer relationship management so that our connections with key accounts move steadily towards a joint goal; and building a **higher national profile** for UTCs in the employer engagement arena so that we become the natural partner for companies with a multi-location footprint seeking to work with education.

Support will encompass training days rolled out nationally on impact and key employer management; half-termly employer engagement network meetings for leads to share good practice, opportunities and hear from employers direct; an increasing number of centrally managed locally implemented national accounts and continued work with individual UTCs on request to develop and implement a strategic employer engagement plan.

For more information, or if you would like to discuss any aspect of your employer engagement, please contact Colleen Bower.

“The most successful UTCs have very strong links with employers, Baker Dearing introduces and facilitates links between individual UTCs and suitable employer partners. The combination of these factors makes a difference to UTCs – and to the students and communities they serve.”

– Cherry Tingle, Energy Coast UTC



Finance support

Internal scrutiny: The Academy Trust Handbook requires a programme of internal scrutiny to provide independent assurance that controls and procedures are effective. Upon request, as part of the Licence Fee, Baker Dearing can conduct an internal audit to cover key elements of this, including systems, internal controls, and risks tailored to the specific requirements of a UTC*. A summary report of findings, recommendations and benchmarks will be submitted to the UTC's board.

Strategic financial management training: Greater emphasis is being placed on Trustees to oversee “effective financial performance,” and UTCs have particular requirements, opportunities and challenges. Therefore, as part of the Licence Fee, Baker Dearing can offer individual board training for governors in UTC finance, financial regulations and how to ensure compliance.

ESFA advocacy: The ESFA is now closely aligned with the Regions Group. Baker Dearing meets regularly with senior professionals within these teams to support individual UTCs with various financial matters and to discuss UTC-wide policy initiatives. Upon request, Baker Dearing can support any UTC with a specific business case.

*The audit will NOT cover safeguarding (except for high level questions) or Health and Safety

For more details on any of the above, please contact Magdalin Clancy.

Policy and lobbying



To support parliamentary advocacy for UTCs, last year Baker Dearing launched the Technical Education MP Policy Group. The group formalised our already strong relationships with many members of parliament, from all sides of politics, to achieve a co-ordinated and broader approach to lobbying. As well as specific assistance for local and national UTC-related matters, the group seeks to promote the wider school-age technical education agenda, and the need for more high quality apprenticeship opportunities.

It is co-chaired by Robert Halfon, MP for Harlow and Chair of the Education Select Committee, and Lord Baker and meets termly. Today it has eight members with plans to grow to 15 over the next academic year. Nicolas Heslop provides the secretariat to this group as well as to our growing number of supporters across government.

As well general advocacy through references to UTCs during parliamentary business, the group has been helpful with lobbying for changes to the Baker Clause, an extension to the defunding date for certain BTECs etc., and a re-think of the current school's bill.

“I have been a great supporter of UTCs since successfully campaigning to have one in my own Harlow constituency and it is great to see such positive results for pupils across the country. The hard work of students and teaching and support staff in achieving this year’s set of excellent results is clear and supports my dream to have a UTC set up in every town” – Robert Halfon MP, Chair of the Education Select Committee

Trustee visits

Over 2021-22, assisted by our central team, Baker Dearing trustees conducted structured visits to seven UTCs across the country.

In addition to providing our trustees with the chance to observe UTCs at close hand, the visits serve as an opportunity for staff and governors to promote, evidence, and reflect upon their UTC's distinctive characteristics. In addition, the meetings are an appropriate forum to discuss the UTC's strategic plans and to identify additional areas of support.

There has been unanimous positive feedback from both sides about the value of these visits and more are planned for the coming academic year. We will be in contact with potential host UTCs early in September.

Baker Dearing Trustees

Lord Baker (Chairman)

Sir Mike Tomlinson

Lady Morris

Lord Adonis

David Land

Mike Wright

Clive Barker

Madeleine Hallward

Jim Wade

Will Harding



The Baker Award for Technical Education

Recognising excellence in the next generation of engineers, computer scientists and technicians.

The Baker Award for Technical Education spotlights the success of young people choosing technical education and encourages wider support from parents, businesses and other stakeholders.

Open only to students at UTCs, The Baker Award recognises a combination of qualifications, work experience placements and the development of wider competencies required in the workplace, such as communication skills and problem solving. These competencies are demonstrated during the course of the academic year through students' participation in team challenges and projects, and in a final external interview. Such abilities are difficult to test through exams, but are vital in adult life: in particular employers see them as extremely valuable. For many students, it marks the first step towards becoming a Registered Technician.

Participation in the Award is free for UTC students.

For more information, email bakeraward@utcolleges.org.



UTC discounts and free activities

Organisation	Arrangement	Price	Price to UTCs	Saving per UTCs	Note
<u>Admissions+</u>	Discount for all UTCs	£1,750	£875	£875	First year discount of 50% followed by three more years at 20%.
<u>GL Assessment</u>	Discount per student for all UTCs	£20	£14.15	£877	Complete digital solution including CAT and baseline testing (saving per UTC based on 150 students).
<u>Prodigy Learning</u>	Discount per student for all UTCs	£160	£130	£2,250	An exclusive 20% discount on Microsoft (MOS & MTA), Adobe (ACA) and Autodesk (ACU) online learning, practice tests and certifications. (Saving per UTC based on 75 students.)
EduLead	Discount per principal for all UTCs	£3,497	£2,497	£1,000	An opportunity to transform your performance as a leader whilst creating a thriving personal life through professional coaching and mentoring. 7 UTC Principals have participated so far.
<u>SSAT</u>	Discount for all UTCs	£1,645	£560	£1,085	Small School's membership of SSAT, offer excludes free attendance at SSAT annual conference and some programmes.
<u>Pro16 Plus</u>	Discount for all UTCs	£1,200	£1,000	£200	Used by 20 UTCs to maximise their post-16 funding. Pro16 Plus reviews census submissions and seeks to maximise income based on student core aims. They conduct a full review of the allocation calculation toolkit.
<u>The Key</u>	Discount for all UTCs	£1,180	£1,000	£180	A discount of 15% if one product taken and 20% if two or more taken.
<u>Redborne Data</u>	Free support for all UTCs	£450*	£0	£450	All UTCs have access to Redborne's termly data analysis of their students' progress from entry at both KS4 and KS5, with reports to support school evaluation and intervention.
<u>Baker Award</u>	Free entry for all students	£750*	£0	£750	Please see page 21.
Total combined saving if all taken				£7,600	

*Cost subsidy by Baker Dearing

Events

Baker Dearing runs a varied programme of events across the year for UTCs, including regular industry specialism networks and support for key functions within UTCs (e.g. marketing, employer engagement, finance). We bring UTC leadership together twice a year to share best practice, at our UTC winter and summer conferences for Principals and Chairs of Governors, in addition to more frequent virtual catch-ups on matters of interest arising throughout the year.

Autumn term

- Principals meetings (half-termly)
- Core Principals meeting
- Governors meetings (half-termly)
- Finance seminar
- Marketing network (half-termly)
- Employer engagement network (half-termly)
- T Level standards board (half-termly)
- T Level implementation workshops (subject based)
- Specialism networks (half-termly)
- New Principals away day*
- Baker Award for Technical Education ceremony*
- UTC winter conference*
- House of Lords tea party*

Spring term

- Principals meetings (half-termly)
- Vice Principals meeting
- Core Principals meeting
- Governors meetings (half-termly)
- Finance seminar
- Marketing network (half-termly)
- Employer engagement network (half-termly)
- T Level standards board (half-termly)
- T Level implementation workshops (subject based)
- Specialism networks (half-termly)

Summer term

- Principals meetings (half-termly)
- Vice Principals meeting
- Core Principals meeting
- Governors meetings (half-termly)
- Finance seminar
- Marketing network (half-termly)
- Employer engagement network (half-termly)
- T Level standards board (half-termly)
- T Level implementation workshops (subject based)
- Specialism networks (half-termly)*
- Media showcase*
- UTC summer conference*

*Events held in person



Baker Dearing
Educational Trust

Contact us

Baker Dearing Educational Trust
1 The Sanctuary
London
SW1P 3JT

Phone: 020 7960 1555

Email: director@utcolleges.org
www.utcolleges.org



[@utcolleges](https://www.facebook.com/utcolleges)



[@UTColleges](https://twitter.com/UTColleges)