

Kickstart Academy Governing Body
Tuesday 05 October 2021
5:30pm, Tan Bank and Microsoft Teams



Governors/trustees attending:

Rosie Beswick, Chair of the Governing Body (Kickstart Board) - virtual
 Gail Bleasby, Vice Chair - onsite
 Rachael Brown - virtual
 Andy Cooke – virtual (to Item 5)
 Tony Fathers, Chair of the Finance & Audit Committee (F&AC) - virtual
 Graham Guest, Accounting Officer and Chief Executive – virtual (to Item 4)
 Gerard Shirley, Parent governor - onsite

Officers/guests in attendance:

Laura Arscott, Chief Finance Officer – virtual (Items 1-4 & 6)
 Tom Cash, Headteacher – Kickstart Academy - onsite
 Stephanie Morley, Clerk to the Kickstart Academy/TCAT MAT - onsite
 Paul Roberts, Executive Principal – Learning Community Trust (LCT) - onsite

NO	ITEM	ACTION
1	<p>Welcome and acceptance of apologies The Chair welcomed everyone to the meeting, in particular G.Shirley (one of Kickstart’s new parent governors), and introductions were made.</p> <p>Apologies had been received from E.Chetwood and it was noted G.Guest and L.Arscott would need to leave the meeting early due to a clash of commitments.</p>	Clerk
2	<p>Procedural matters</p> <p>2.1 <u>Election of Chair and Vice Chair</u></p> <p>Chair – the Clerk advised no nominations had been received in advance and informed the Board R.Beswick had agreed to put herself forward for the position of Chair for one further term of office.</p> <p>The appointment of R.Beswick as Chair of the TCAT MAT/Kickstart Board was APPROVED by the Board.</p> <p>Vice Chair – the Clerk advised no nominations had been received in advance and G.Bleasby agreed to again put herself forward for the position of Vice Chair.</p> <p>The appointment of G.Bleasby as Vice Chair of the TCAT MAT/Kickstart Board was APPROVED by the Board.</p> <p>2.2 <u>Declarations of interest</u> There were no declarations of interest for the meeting.</p> <p>2.3 <u>Register of interests</u> There were no reported changes to the Register of Interests.</p> <p>The Clerk advised annual declaration forms had been received from all Board members.</p> <p>2.4 <u>Confidential items (notification of any items)</u> There were no items to be discussed under Confidential session.</p>	Clerk

2.5	<p><u>Any other urgent business items (notification of any items)</u> There were no items identified for discussion under AOB.</p>	
2.6	<p><u>Chair/Vice Chair's actions since previous meeting</u> The Chair advised she had used a Chair's action to approve the Safeguarding & Child Protection Policy to ensure the policy was in place for the beginning of the academic year, on the understanding it would be presented to the Board at this meeting for full approval.</p>	
3	Minutes and matters arising	
3.1	<p><u>Minutes from previous meetings held 13 July 2021</u> The Board approved the minutes from the meeting held 13 July 2021 as a true record.</p>	Clerk
3.2	<p><u>Matters arising</u> The Clerk reported all actions as completed, with the exception of the link governor action (Ref 1) which would be discussed later on the agenda.</p>	
4	Vision, values and looking to the future	
4.1	<p><u>Vision and values</u> Governors were reminded of Kickstart's vision and aims:</p> <p><i>Kickstart Academy is committed to providing a safe, caring and stimulating environment for all pupils. This allows our young people to re-engage with learning and either return to mainstream schooling or be successful whilst remaining with ourselves. During this time, the learning needs of each individual pupil are accurately assessed to support personalisation of learning.</i></p> <p>Kickstart aims:</p> <ul style="list-style-type: none"> - <i>To keep our students safe</i> - <i>To provide a high quality of education</i> - <i>Help our students to personally develop</i> - <i>Improve outcomes for our young people</i> <p>The Board asked how the vision and aims were shared with students and their parents/carers. T.Cash explained the vision and aims were included within the Welcome Pack and talked about when a student joined Kickstart. The vision and aims also appear on the home page of the Kickstart website.</p> <p>The Board asked if the students were aware of and engaged with the vision and aims. T.Cash advised the vision and aims were a golden thread throughout all Kickstart learning and activity and by the end of Year 11, students were engaged with the ethos behind the vision/aims.</p>	
4.2	<p><u>Transfer update</u> G.Guest informed the Board there had been little progress since the last meeting. The capital bid still required approval from the Secretary of State/Treasury and a meeting had been called for 15/10/21 (involving Kickstart, the college, TWC, LCT, ESFA and Regional Schools Commissioner) to discuss the application/business case and address remaining questions/queries.</p>	

<p>6</p> <p>6.1</p>	<p>Financial management</p> <p><u>2020/21 year-end outturn</u></p> <p>L.Arscott presented the year-end management accounts for the period ending 31 August 2021. She highlighted the following:</p> <ul style="list-style-type: none"> - The year ended with a surplus of £68.5k, which was £50k favourable to budget, largely due to disruptions caused by COVID - Income had been £32k favourable to budget, due to additional COVID grants received - Staffing costs had been £7k favourable to budget and agency spend had been almost half the budgeted amount - Operational savings had been made across the budget lines (eg travel, training and exam costs) - Due to moving to Tan Bank, the cost of Free School Meals had increased and the installation of the temporary classroom had been an unbudgeted cost - The balance sheet showed a healthy cash balance and no notable peaks/troughs in the cash flow were forecast for the year ahead <p>The Board asked what proportion of the year’s savings were attributed to COVID and if some of those savings could be reallocated to provide greater flexibility this year. L.Arscott advised the savings were not solely due to COVID and additional COVID-related grants had been received. She added it was not possible to reallocate surplus after year-end. The Board requested L.Arscott review the year-end surplus and report on the budget lines from which this came so governors could understand how this had been generated.</p> <p>The Board asked if funds could be withdrawn from the reserves if formally agreed by the Board. This was confirmed as correct.</p> <p><u>Financial Scheme of Delegation</u></p> <p>L.Arscott advised the document had undergone annual review and was recommended for approval by the Finance & Audit Committee. She highlighted the proposed changes as follows:</p> <ul style="list-style-type: none"> - All BACS/cheque payments to be signed off by the two signatories - A change in signatories from L.Arscott/J.Stephens to L.Arscott/G.Guest following J.Stephens stepping down as a trustee - An increase in charge card limit from £2k to £3k - An increase in duration of tenancy/leasehold requiring ESFA approval from 3 to 7 years to bring in line with the Academy Trust Handbook <p>The Board APPROVED the reviewed Financial Scheme of Delegation.</p>	<p>LA</p>
<p>5</p> <p>5.1</p>	<p>Report from the Finance & Audit Committee</p> <p><u>Meeting report</u></p> <p>T.Fathers provided a report of the meeting of the Finance & Audit Committee held prior to the Board meeting. He highlighted the following:</p> <ul style="list-style-type: none"> - The year-end management accounts were reviewed – they showed a very favourable position (largely due to the impact of COVID) and there were no issues/concerns to report - The updated risk registers were reviewed and the Committee had noted the continued positive position in relation to staff motivation and morale 	

	<ul style="list-style-type: none"> - The Committee noted the highest risk in the Kickstart Risk Register (pension employer contribution) was outside the trust’s control - The Committee requested a risk about constraining factors/missed opportunities be considered for the Transfer Risk Register - The next interim (termly) audit would be taking place later this term - The Committee reviewed the annual audit of compliance with the Academy Trust Handbook (previously known as the Academies Financial Handbook) - All recommendations from the interim and annual audits had been implemented - The annual update of the Charging & Remissions Policy had been approved and the Financial Scheme of Delegation was recommended for approval by the Board - The Committee noted no incidents of fraud or data breach since the last meeting - The 2021/22 budget had been confirmed as submitted by the required deadline - The Committee agreed the number of declared Persons of Significant Control should remain at zero <p>T.Fathers requested the Board considers the following recommendations from the Committee:</p> <ul style="list-style-type: none"> - In the spirit of the Nolan Principle of Openness, the Committee recommended non-confidential minutes of the Board meetings are published on the Kickstart website - In light of the increased emphasis on internal scrutiny in this year’s update of the Academy Trust Handbook and the transfer taking longer than originally anticipated, the Committee recommended the appointment of an independent individual/organisation to carry out internal audit checks <p>The Board APPROVED the recommendations, as outlined above.</p>	
<p>6</p> <p>6.1</p> <p>6.2</p>	<p>Financial management</p> <p><u>2020/21 year-end outturn</u> Covered earlier in the meeting.</p> <p><u>Catch-Up (Recovery) and Pupil Premium</u> T.Cash delivered his presentation outlining the purpose of both funding schemes and their requirements for use, reporting and evidencing impact.</p> <p>The funding breakdown for Kickstart were reported as follows:</p> <ul style="list-style-type: none"> - £27,500 Pupil Premium - £13,920 Recovery Premium - 82% of students eligible <p>T.Cash informed the Board the Recovery Premium had been used to fund a fixed-term Family Liaison Officer role focused on further developing relationships with families, improving attendance and delivering targeted intervention. Weekly school counsellor sessions and assessment tools for producing baseline and progress data had also been purchased using the funding. He reported there was evidence of the gaps between PPG and non-PPG students narrowing.</p> <p>The Board asked for clarification of how the funding allocations were determined. T.Cash explained the allocation was based on a per pupil amount, which is slightly higher than for mainstream schools due to Kickstart’s status as a PRU.</p>	

	<p>The Board noted how COVID had affected the ability to spend all the Recovery Premium and asked if the funding could be rolled over to the current academic year – T.Cash confirmed this was permitted.</p> <p>The Board queried whether speakers from charities/volunteers could be explored as a way of reducing costs. T.Cash confirmed some of the speakers were volunteers and he would explore whether more could be used where appropriate.</p> <p>T.Cash informed the Board of the value of ‘always learning’ and explained how this was adapted to all aspects of school activity.</p> <p>The Board discussed how information was routinely provided to parents/carers and whether electronic communication should be assumed as the most appropriate method of communication (in terms of equality of access to IT). T.Cash explained engagement had significantly improved since moving over to BromCom and suggested repeating last year’s parental engagement survey and including questions about communication preferences. He suggested the survey could be made available in both hard and electronic copy to maximise returns.</p>	HT
<p>7</p> <p>7.1</p>	<p>Headteacher’s update</p> <p>T.Cash referred the Board to the documents provided within the meeting pack:</p> <ul style="list-style-type: none"> - Self-Evaluation Form (SEF): Report to stakeholders - Raising Attainment Plan (RAP) <p><u>SEF/Stakeholder Report</u></p> <p>T.Cash presented the SEF, which provided an up-date assessment of all areas of the school and the good progress made to address the recommendations from the last Ofsted report. He highlighted the following:</p> <ul style="list-style-type: none"> - although improvement had been seen annually over the last three years, attendance remained the main priority - all students had timetabled 1-1 sessions with the pastoral officer, in addition to PHSE time during tutorials - the range of qualifications accessible to all students continued to widen, including GCSE Maths, English, Art, Science & PE and Level 2 Employability. Students unable to access these were provided opportunities with Entry Level qualifications, coaching and outdoor education - achievement rates had continued to improve, especially in the core subjects of Maths and English - days lost due to fixed-term exclusions had reduced significantly over time - less students were leaving Kickstart as NEET than ever before, and work continued with any students who had left with no secured destination <p>The Board asked how attendance was measured/recorded for students on modified timetables (MTTs). T.Cash advised the aim was to have no students on MTTs; however, there were currently two students with MTTs due to necessity. He confirmed, for students on MTTs, only the time attended in school/alternative provision counted towards the school’s overall attendance rate.</p>	

	<p>The Board asked if value-added information would be added to the SEF. T.Cash reported he was currently working on this and the data would be added to the next update of the document.</p> <p>The Board asked what the main destination was for Kickstart students after Year 11. T.Cash reported the main destination was Telford College, although this year the destinations were much more widespread.</p> <p>The Board asked how constrained the curriculum was by the site. T.Cash acknowledged the site had a significant constraining effect on the curriculum – this was discussed regularly with P.Roberts and the LCT had supported him to make the best from what the site could offer. He advised that ideally a range of academic, vocational and targeted intervention provision, alongside appropriate alternative provision, would all be delivered from the same site – this was currently not possible at Tank Bank.</p> <p>7.2 <u>Raising attainment plan (RAP)</u> T.Cash reminded the Board the RAP was a collection of the actions to address the areas for improvement/further development within the SEF. He informed the Board the whole staff team had been involved in its development.</p> <p>The Board asked how the RAP was monitored and reviewed. T.Cash reported the document was reviewed every half term (or more often if required). Every action was RAG-rated to indicate progress – green for implemented/effective, amber for in progress and red for not implemented/behind target.</p> <p>The Board asked what needed to happen to move the ambers to green. T.Cash advised the RAP was at the early stages of implementation, which was reflected by the amber status of some of the actions. P.Roberts informed the Board the RAP was discussed in detail when he met with T.Cash.</p> <p>7.3 <u>Safeguarding and health & safety</u> T.Cash reminded the Board of the three safeguarding external reviews that had taken place over the last twelve months:</p> <ul style="list-style-type: none"> - two by Telford & Wrekin Council, the first of which generated recommendations and the second confirmed implementation of those recommendations - an independent safeguarding professional (commissioned by the college), who confirmed effectiveness/highlighted areas of focus in preparation for the transfer <p>T.Cash informed the Board of the onsite improvements that had been made to address any health and safety concerns raised, including:</p> <ul style="list-style-type: none"> - the installation of higher/additional fencing around Tan Bank - the installation of more secure fencing around the Western Power substation on the premises following a risk assessment - the installation of a magnetic lock on the main entrance - the addition of film on all single glazed windows to reduce the risk of breakage 	HT
<p>8</p> <p>8.1</p>	<p>Policies</p> <p>The Board was asked to consider the following policies:</p> <p><u>Admissions Policy (reviewed and presented by T.Cash)</u></p> <ul style="list-style-type: none"> - Addition of reference to short-term placements from mainstream 	

	<p>The Board asked if the students on short-term placements counted towards the numbers on roll. T.Cash confirmed, although the students were dual rolled, they counted towards the Kickstart roll and the place became available as soon as they returned to their school.</p> <p>The Board asked if the short-term placements had dedicated funding. T.Cash advised there was no additional funding, as Kickstart received grant funding for the number of places offered; however, he was able to charge the student’s school for specific costs incurred.</p> <p>The Board asked if Kickstart had an Admissions & Charging Policy – T.Cash confirmed there was one in place, which had been updated during the last academic year.</p> <p>The Board requested a page at the end of policies to capture the amendments made during each review.</p> <p>8.2 <u>Behaviour Policy (reviewed and presented by T.Cash)</u></p> <ul style="list-style-type: none"> - New version of the policy <p>8.3 <u>Financial Scheme of Delegation</u></p> <ul style="list-style-type: none"> - Approved under Item 6 <p>8.4 <u>Safeguarding & Child Protection Policy (presented by T.Cash)</u></p> <ul style="list-style-type: none"> - Updated to reflect the Sept 2021 edition of Keeping Children Safe in Education - Although local authority’s model policy used, a contents page and index had been added to help with finding the required sections of the policy <p>The Board noted the policy included local contextual information and links to related policies. The Board asked for confirmation of these policies all being in place. T.Cash confirmed they were and had been confirmed by the recent local authority audit.</p> <p>The Board asked how the culture of safeguarding could be seen on a day-to-day basis at Kickstart. T.Cash informed the Board there was a significant emphasis on safeguarding all around the building and information was displayed in every room at Tan Bank. The safeguarding noticeboard was within the entrance hall, reflecting its importance. All staff and students were aware of who the DSLs were and posters with the names and photos of the DSL team were displayed in all communal areas.</p> <p>The Board asked how safeguarding was mapped in the curriculum. T.Cash explained PHSE/ RSE had its own curriculum map, which was published on the website. He advised every subject scheme of work and curriculum map had clear links to safeguarding within them and the progress tracker would highlight any missed aspects due to absence.</p> <p>The Board agreed the policy would not need to be brought back for approval in the event of people/job title changes.</p> <p>The Board reviewed and APPROVED all the following policies (as outlined above):</p> <ul style="list-style-type: none"> - Admissions Policy - Behaviour Policy - Safeguarding & Child Protection Policy 	<p>HT</p>
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9	Governance matters	HT/ Clerk																	
9.1	<p><u>Code of Conduct – annual agreement</u> The NGA’s Code of Conduct had been updated and was presented for annual agreement.</p> <p>The Board AGREED to formally adopt the NGA’s 2021 update of the Code of Conduct.</p>																		
9.2	<p><u>Membership</u> The Clerk referred to her report and asked the Board to consider and approve the following recommendations:</p> <ul style="list-style-type: none"> - That R.Beswick be appointed as a co-opted trustee/governor from 01 December 2021 (due to her imminent retirement from the Telford College Corporation) - That the office of Headteacher of Kickstart be appointed as an academy/staff trustee with immediate effect - That an appointment process for the second academy/staff trustee role is determined by the Board - That, in the spirit of the DfE’s commitment to the separation of Members and trustees, the Board recommends the sponsor does not appoint another Member as a trustee following R.Beswick’s retirement from the Telford College Corporation - That, in light of the transfer situation, the Board does not seek to make appointments unless an urgent skills gap is identified, a governor resigns or the trust is approached by a suitable individual - That the Board continues to invite the Executive Principal of the Learning Community Trust to attend meetings in an advisory capacity <p>For the vacant role of Academy/staff trustee, the Board agreed to following process:</p> <ul style="list-style-type: none"> - Invitations to submit expressions of interest/applications by a given date - Consideration of the application(s) received by a small group of the Board - If more than one application was received, all applicants would be interviewed <p>The Board APPROVED the recommendations regarding membership as outlined above.</p>																		
9.3	<p><u>2021/22 forward plan</u> The Board noted the forward plan for the current academic year.</p>																		
9.4	<p><u>Link governors</u> The Clerk acknowledged carrying out the role of link governor had been challenging given recent circumstances and advised it was important for link governor activity to resume this term. She reminded the Board of what constituted link governor activity and the link roles that were statutory requirements (see * below). Link areas were agreed as follows:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td>Careers</td> <td>R.Brown</td> </tr> <tr> <td>Finance</td> <td>T.Fathers</td> </tr> <tr> <td>Personal development</td> <td>R.Brown</td> </tr> <tr> <td>Premium grants (PPG/Recovery)</td> <td>G.Shirley</td> </tr> <tr> <td>Safeguarding*</td> <td>R.Beswick</td> </tr> <tr> <td>School improvement, inc attendance, behaviour and attendance</td> <td>P.Roberts</td> </tr> <tr> <td>SEND*</td> <td>G.Bleasby</td> </tr> <tr> <td>Student Voice</td> <td>E.Chetwood</td> </tr> <tr> <td>Vulnerable students</td> <td>A.Cooke</td> </tr> </table>		Careers	R.Brown	Finance	T.Fathers	Personal development	R.Brown	Premium grants (PPG/Recovery)	G.Shirley	Safeguarding*	R.Beswick	School improvement, inc attendance, behaviour and attendance	P.Roberts	SEND*	G.Bleasby	Student Voice	E.Chetwood	Vulnerable students
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	Governors were asked to make contact with T.Cash to begin this year's link activity and identify the appropriate staff member at Kickstart to liaise with.	Govs								
9.5	<u>Understanding data for governors</u> The Board noted the 'Understanding data for governors' document.									
9.6	<u>Compliance/statutory documents</u> The Clerk reminded the Board of the need to evidence governors having read and understood this year's edition of the Keeping Children Safe in Education guidance and asked for all outstanding declarations to be completed at the earliest opportunity.	Govs								
10	Any other business There was no further business for discussion.									
	<u>Future meetings</u>									
	<table border="1"> <tr> <td>Finance & Audit Committee, 4:00-5:00pm</td> <td>Kickstart Board 5:30-7:00pm</td> </tr> <tr> <td>Tuesday 14 December 2021</td> <td>Tuesday 14 December 2021</td> </tr> <tr> <td>Tuesday 29 March 2022</td> <td>Tuesday 29 March 2022</td> </tr> <tr> <td>Tuesday 12 July 2022</td> <td>Tuesday 12 July 2022</td> </tr> </table>	Finance & Audit Committee, 4:00-5:00pm	Kickstart Board 5:30-7:00pm	Tuesday 14 December 2021	Tuesday 14 December 2021	Tuesday 29 March 2022	Tuesday 29 March 2022	Tuesday 12 July 2022	Tuesday 12 July 2022	
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The meeting ended at 7:34pm.

Link governors 2021/22

Finance	T.Fathers
Premium grants (PPG/Recovery)	G.Shirley
Safeguarding	R.Beswick
School improvement, including attendance, behaviour and attendance	P.Roberts
SEND	G.Bleasby
Student Voice	E.Chetwood
Vulnerable students	A.Cooke

Actions from this meeting

Ref	Action	Who
1-3	Update records/registers	Clerk
6.1	Review how the surplus was generated and report back to the Board	LA
6.2	Run parent/carer engagement survey	HT
7.1a	Showcase attendance profile for modified timetables in the SEF	HT
7.1b	Include value-added date in the next SEF update	HT
8.1	Include version control/list of amendments in future policy updates	HT
9.2	Implement academy (staff) trustee appointment process	HT/Clerk
9.4	Make contact with T.Cash to initiate link governor activity	All
9.6	Providing confirmation of having read and understood KCSIE (Sept 21)	All