

Kickstart Academy Governing Body

Tuesday 13 July 2021

4:30pm, via Microsoft Teams



Governors/trustees attending:

Rosie Beswick, Chair of the Governing Body
Gail Bleasby, Vice Chair
Rachael Brown
Emma Chetwood, Parent governor
Andy Cooke
Tony Fathers, Chair of the Finance & Audit Committee (F&AC)
Graham Guest, Accounting Officer and Chief Executive
Katy Roberts, Staff governor
Janet Stephens

Officers/guests in attendance:

Laura Arscott, Chief Finance Officer
Tom Cash, Headteacher – Kickstart Academy
Stephanie Morley, Clerk to the Kickstart Academy/TCAT MAT
Paul Roberts, Executive Principal – Learning Community Trust (LCT)

NO	ITEM	ACTION
1	Welcome and acceptance of apologies The Chair welcomed everyone to the meeting, in particular E.Chetwood (one of Kickstart's new parent governors), and introductions were made. Apologies had been received from G.Shirley, Kickstart's other new parent governor.	<i>Clerk</i>
2	Procedural matters	
2.1	<u>Declarations of interest</u> There were no declarations of interest for the meeting.	<i>Clerk</i>
2.2	<u>Register of interests</u> There were no reported changes to the Register of Interests.	
2.3	<u>Confidential items (notification of any items)</u> There were no items to be discussed under Confidential session.	
2.4	<u>Any other urgent business items (notification of any items)</u> The Chair advised she would be informing the Board of a letter recently received from the ESFA under the AOB item.	
2.5	<u>Chair/Vice Chair's actions since previous meeting</u> The Chair advised, in response to a recommendation from a safeguarding audit, she had used a Chair's action to approve the Complaints Policy on the understanding it would be presented to the Kickstart Board at this meeting for full approval.	
3	Minutes and matters arising	
3.1	<u>Minutes from previous meetings held 30 March 2021</u> The Board approved the minutes from the meeting held 30 March 2021 as a true record.	<i>Clerk</i>
3.2	<u>Matters arising</u>	

	The Clerk reported all actions as completed, with the exception of the link governor action (Ref 9.3) which would be discussed later on the agenda.	
4	<p>Trust transfer update</p> <p>G.Guest informed the Board progress had been slow since the last meeting. He, T.Cash and J.Stephens had met with representatives from the ESFA in June 2021 to discuss the transfer and bid for capital funds. He advised the capital bid would require sign-off from the Secretary of State and Treasury and a business case was in development, which would need to demonstrate there were no other suitable premises within the Borough. G.Guest and senior officers from the local authority had written to the Secretary of State explaining the need for this to be resolved quickly. It was hoped an update from the ESFA would be received by the end of term.</p>	
5	<p>Report from the Finance & Audit Committee</p> <p>5.1 <u>Meeting report</u> T.Fathers provided a report of the meeting of the Finance & Audit Committee held on 29/06/21. He highlighted the following from the meeting:</p> <ul style="list-style-type: none"> - The management accounts for May 2021 were reviewed – they showed a favourable position and there were no issues/concerns to report - The draft budget was considered and was recommended for approval - the Committee had noted the baseline assumptions, including Kickstart remaining at Tan Bank - Update reports on Catch-Up Premium and Pupil Premium grants were presented - The updated risk registers were reviewed and the Committee had noted the positive position in relation to staff motivation and morale - A verbal update on the termly audit report was provided and the Committee had noted the recommendation for ALL monthly management accounts to be shared with governors - The current internal audit arrangements were again deemed to be adequate by the Committee, as the ability to join the LCT’s audit arrangements was awaited - All policies considered were recommended for approval by the Board - The Committee noted no incidents of fraud or data breach since the last meeting - The SRMSAT was confirmed as submitted by the given deadline <p>5.2 <u>Kickstart risk register</u> T.Cash presented the Kickstart risk register and highlighted the following changes to risk level:</p> <ul style="list-style-type: none"> - Risk 5.7 (risk of low staff morale): the risk had decreased - despite another challenging year, staff morale and motivation was good - Risk 5.11 (risk of lack of high calibre candidates): the risk had decreased - changing to advertising vacancies on the WM Jobs website, rather than via the college website, had been successful and had resulted in an increase in high calibre candidates <p>5.3 <u>Trust transfer risk register</u> T.Cash presented the Trust Transfer risk register and highlighted the following changes to risk level:</p> <ul style="list-style-type: none"> - Risk 2.1 (risk of demotivated staff): the risk had decreased - staff were focused on driving improvement across the school and individual lead areas had been 	

<p>5.4</p>	<p>allocated. Resignations and sickness were low and staffing was consistent and stable</p> <ul style="list-style-type: none"> - Risk 5.1 (risk of staff being distracted/not focused on improvement): as above <p><u>Termly audit report</u></p> <p>L.Arscott presented the report from the Winter term audit undertaken in March 2021. She reported everything tested by the auditors had been found to be effective and rated as ‘Green’. The one amber-rated area and recommendation for improvement was the need to produce and share management accounts for <u>every</u> month of the year. Traditionally the college had not produced management accounts for the first month of the year as there was little to report and therefore the same principle had been applied to Kickstart. L.Arscott accepted the recommendation within the report and advised she would ensure management accounts for September were produced and shared going forward.</p> <p>L.Arscott advised the next termly visit was booked for August 2021 and would cover both the Spring and Summer terms.</p>	
<p>6</p> <p>6.1</p> <p>6.2</p>	<p>Financial management</p> <p><u>Management accounts to 31/05/21</u></p> <p>L.Arscott presented the management accounts for the period ending 31 May 2021, which had been reviewed in detail by the F&AC. She highlighted the following:</p> <ul style="list-style-type: none"> - In-year surplus to date was £56k - Income was £15k favourable to target, which was primarily due to the impact of COVID and additional grant monies received - The team was in discussion with the local authority about the outstanding AWPU payments (delayed due to personnel changes) and she was confident the payments would be received before year-end - Pay costs and non-pay costs were £17k and £6k favourable to budget respectively - The year-end outturn was forecast to be £32.5k surplus – this was lower than the previous month’s forecast due to the funds being allocated to the installation of temporary classroom space at Tan Bank - There was nothing of note to report on the balance sheet and the assets remained the same - The 12-month cashflow forecast showed a stable position, with little change throughout the year <p>There were no questions and the Board thanked L.Arscott for presenting the latest management accounts.</p> <p><u>2021/22 budget</u></p> <p>L.Arscott presented the draft budget for submission to the ESFA by 31/07/21, which had been reviewed by the F&AC and was recommended for approval. She highlighted the following:</p> <ul style="list-style-type: none"> - the budget had assumed similar levels of funding as received this year for funding 48 places and also the continuation of the £50k payment from TWC, which had not yet been confirmed - Staffing costs were assumed to be similar as this year, as well as including an assumed pay award and a Welfare Officer post, which was dependant on an external funding bid 	

	<ul style="list-style-type: none"> - Non-pay expenditure had been reduced to reflect the need to make long-term savings in this area and also the cost of installing the temporary classroom <p>The budget could therefore be summarised as follows:</p> <ul style="list-style-type: none"> - Total income £736k - Total expenditure £723k (made up of approx. £534k pay and £188k non-pay) - Forecasted surplus £13k <p>The Board asked if there was money in the budget to cover the cost of introducing a uniform, which had been suggested. L.Arscott advised this could be covered by the Resources budget and T.Cash confirmed a Kickstart uniform was being looked at for next year.</p> <p>The Board APPROVED the 2021/22 budget.</p> <p>L.Arscott confirmed the budget would be submitted to the ESFA by the given deadline of 27/07/21.</p> <p>6.3 <u>Catch-Up Premium Strategy update</u> T.Cash referred the Board to the updated strategy, which set out how the allocated funding would be spent, the reasons for why these decisions had been taken and impact of taking this action. He advised COVID had impacted on spend and the remaining budget would be rolled-over to the following year. Next year, the grant would be spent on a full-time family liaison post focused on improving attendance (and ultimately outcomes) and providing bespoke intervention on site. T.Cash informed the Board the intervention and the additional classroom space would have a big impact on improving achievement and outcomes next year.</p> <p>6.4 <u>Pupil Premium Strategy update</u> T.Cash referred the Board to the Pupil Premium Grant (PPG) impact report and explained from September 2021 he would be using the newly introduced reporting template from the DfE.</p> <p>The Board asked for clarification of whether the figures within the PPG report referred to national or Kickstart. T.Cash confirmed they were all the figures for Kickstart.</p> <p>There were no further questions and the Board thanked T.Cash for his reports.</p>	LA
<p>7</p>	<p>Headteacher’s update 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) - Kickstart safeguarding review report (March 2021) <p>T.Cash highlighted the following:</p> <p><u>Safeguarding and Health & Safety</u></p> <ul style="list-style-type: none"> - The safeguarding review carried out in March 2021 had been positive and found the policies/processes in place to be effective. The report contained 	

	<p>recommendations for consideration when transferring over to the LCT to ensure consistency of safeguarding practice</p> <ul style="list-style-type: none">- A second/follow-up review had been undertaken by Telford & Wrekin Council to check progress against the recommendations from their first review. The review confirmed the recommendations had been implemented and had provided some 'even better ifs' relating to policies and premises to further improve practice. The report had been shared with the college and P.Roberts- Work was underway with the college, union rep and LCT to respond to areas for improvement with the premises and an action plan had been put in place- The number of students having Early Help, Child Protection or Child in Need status had reduced due to P.Ford's proactive work with outside agencies to improve the multi-agency approach to students' safety, health and wellbeing. This was also resulting in more of students coming 'off plan' than in previous years <p><u>Premises</u></p> <ul style="list-style-type: none">- The planning application for the temporary classroom had been submitted on 10/06/21 for formal consideration on 02/08/21, meaning if successful the classroom could be installed prior to the start of the new academic year- Although not a suitable long-term solution, the first full academic year on a site only for Kickstart had been a success and it had been good to see the students take ownership of their own environment <p><u>Exclusions</u></p> <ul style="list-style-type: none">- Good progress had been made in achieving the ultimate target of no exclusions- This year, the number of fixed-term exclusions had dropped from 88.5 (last year) to 20 days <p><u>Student Voice</u></p> <ul style="list-style-type: none">- The end-of-year student survey had been undertaken and in the main positive responses had been received for all of the survey questions. Where there had been responses of 'Disagree' or 'Strongly disagree', these had been followed up with the students and action taken as appropriate <p>The Board suggested 'Strongly disagree' be changed to a more contrasting colour in the graph to remove any possible confusion.</p> <p>The Board asked if the cost of the counsellor post referred to in the report had been incorporated into next year's budget. T.Cash confirmed it had and was under the external fees budget line as it was a bought-in service.</p> <p>The Board noted the amber-rated actions due to delayed staff CPD within the RAP and asked if the training had now been scheduled. T.Cash advised the Board K.Roberts had taken the lead on staff CPD and thanked her for the progress made over the last year to implement a comprehensive development programme for staff. K.Roberts reported a rolling weekly CPD programme was now in place. The CPD sessions were being delivered by staff and were based on an audit of skills, knowledge and expertise undertaken to identify colleagues' strengths and areas for improvement. The recent focus had been behaviour for learning and next year the CPD programme would focus on the Rosenshine Principles of instruction.</p>	<p>HT</p>
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	<p>The Board acknowledged the significant reduction in exclusions and congratulated T.Cash on this achievement.</p>	
<p>8</p>	<p>Policies The Board was asked to consider the following policies (*denotes those considered by the F&AC and recommended for approval):</p> <p>Accounting Policies (reviewed and presented by L.Arscott)*</p> <ul style="list-style-type: none"> - No changes proposed <p>Biometric Information Policy (reviewed and presented by T.Cash)*</p> <ul style="list-style-type: none"> - Change of review frequency only <p>Children with Health Needs Affecting Attendance Policy (reviewed and presented by T.Cash)</p> <ul style="list-style-type: none"> - New version of the policy <p>Complaints Policy (presented by T.Cash)</p> <ul style="list-style-type: none"> - New version of the policy <p>Designated Teacher for Looked-After Children Policy (reviewed and presented by T.Cash)</p> <ul style="list-style-type: none"> - New version of the policy <p>Exclusions Policy</p> <ul style="list-style-type: none"> - New version of the policy <p>Finance & Audit Committee Terms of Reference (reviewed and presented by S.Morley)*</p> <ul style="list-style-type: none"> - Clarification of ex-officio membership - Bringing administrative procedures in-line with that of the Board - References to Academies Financial Handbook changed to Academies Trust Handbook <p>General Scheme of Delegation (reviewed and presented by S.Morley)</p> <ul style="list-style-type: none"> - No changes proposed <p>Health & Safety Policy Statement (presented by T.Cash)*</p> <ul style="list-style-type: none"> - Reviewed by the college's Director of Estates & IT - No changes proposed <p>NQT Policy (reviewed and presented by T.Cash)</p> <ul style="list-style-type: none"> - No changes proposed - New policy will be introduced in 2021/22 to reflect the LCT's NQT/EQT policy <p>Safeguarding & Child Protection Policy</p> <ul style="list-style-type: none"> - Updated as per recent national guidance and planned for further update in September 2021 to reflect the Sept 2021 edition of Keeping Children Safe in Education - Although the local authority's model policy was used, a contents page and index had been added to help with finding the required sections of the policy - A separate Peer-on-Peer Abuse Policy was in place 	

	<p>The Board asked how the staff members would be updated on the key changes within the September 2021 version of KCSIE. T.Cash advised the first day of term, which was a PD day, would be used to inform the staff of the changes.</p> <p>R.Brown informed the Board she had a document that listed the key KCSIE 2021 changes and agreed to send it to T.Cash.</p> <p>Whistleblowing Policy (reviewed and presented by S.Morley)</p> <ul style="list-style-type: none"> - Clarification of what is covered by whistleblowing and separation from the safeguarding policies and processes - Inclusion of clear timescales for responding to a whistleblowing concern - Contact details update <p>The Board reviewed and APPROVED all the following policies (as outlined above):</p> <ul style="list-style-type: none"> - Accounting Policies - Biometric Information Policy - Children with Health Needs Affecting Attendance Policy - Complaints Policy - Designated Teacher for Looked-After Children Policy - Exclusions Policy - Finance & Audit Committee Terms of Reference - General Scheme of Delegation - Health & Safety Policy Statement - NQT Policy - Safeguarding & Child Protection Policy - Whistleblowing Policy 	<p><i>RBr</i></p>
<p>9</p> <p>9.1</p>	<p>Governance matters</p> <p><u>Membership</u></p> <p>Terms of office: The Clerk advised G.Guest, K.Roberts and J.Stephens' terms of office were all due to end between now and the next meeting. The following was noted:</p> <ul style="list-style-type: none"> - J.Stephens advised she would be stepping down as a trustee/governor when her current term of office ended - As the staff governor role was elected by peers, the nominations (and election if required) process would begin at the beginning of term <p>The Board APPROVED G.Guest's appointment as a trustee/governor for a further term of four years.</p> <p>The Clerk noted J.Stephens' resignation would leave a vacancy on the Finance & Audit Committee (F&AC) and suggested she approach G.Shirley as he had the relevant skills and background.</p> <p>The Chair took the opportunity to thank both K.Roberts and J.Stephens for being part of the Kickstart Board.</p> <p>Chairing arrangements: The Clerk advised R.Beswick would be stepping down as governor of Telford College after serving three terms and as such would also be stepping down as</p>	<p><i>Clerk</i></p>

	governor and Chair of the Kickstart Academy. To ensure the position was filled, the Clerk recommended the Board appoint a new Chair at the meeting in October 2021. In the meantime, it was agreed R.Beswick would discuss the options for transition with P.Roberts.	<i>RBes/ PR</i>
9.2	<p><u>2021/22 meeting calendar</u></p> <p>The Board NOTED the proposed meeting calendar for 2021/22 and the Clerk advised the calendar invitations would follow later that week.</p> <p>The Board noted the duplication of business between the meetings of the F&AC and Board and asked for clarification of the following:</p> <ul style="list-style-type: none"> - If a separate audit/finance committee was required: the Clerk advised having a separate committee was a requirement of the Academies Financial Handbook - If the meetings of the F&AC could take place immediately prior to the Board meetings: the Clerk was not aware of any reasons why this could not be implemented but asked she be able to check to ensure this adhered to the regulations for academies <p>The Board APPROVED the change of meeting schedule to allow the meetings of the F&AC to take place immediately prior to those of the Board, SUBJECT TO the Clerk and L.Arcscott confirming this was compliant with academy rules and regulations.</p>	<i>Clerk</i>
9.3	<p><u>Link governors</u></p> <p>The Clerk acknowledged carrying out the role of link governor has been challenging given recent circumstances. She advised it important that link governor activity resumed in full at the earliest opportunity and suggested a discussion item take place at the first meeting next year to review link areas for 2021/22, agree appointments to those roles and discuss what constituted link governor activity. The Board supported this approach.</p>	<i>Clerk</i>
9.4	<p><u>Governor CPD</u></p> <p>The Clerk reminded the Board of the CPD available through The Key and it was suggested E.Chetwood and G.Shirley be provided with details on how to sign-up for the resources.</p>	<i>Clerk</i>
9.5	<p><u>Compliance</u></p> <p>The Clerk advised the Board of the following recently updated policy documents:</p> <ul style="list-style-type: none"> - Keeping Children Safe in Education: as per the usual practice, governors would be asked to confirm they had read and understood the document - Academies Financial Handbook: now known as the Academies Trust Handbook, a report outlining the key changes would be presented at the next meeting 	
10	Any other business	
10.1	<p><u>Letter from the ESFA</u></p> <p>The Chair informed the Board she had received a letter on 12/07/21 advising her the trust had three weeks to respond to their findings following a routine review of our accounts. The letter required a response to two issues:</p> <ul style="list-style-type: none"> - Management accounts had not been shared with trustees for September 2020: L.Arcscott advised this had been disclosed in the accounts as the college policy was not to prepare accounts for the first month. She would explain this was already in-hand and would be actioned for the new academic year 	

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<p>10.2</p>	<p>- CEO pay had not been disclosed within the accounts: L.Arscott advised the CEO’s pay had not been disclosed as G.Guest received no payment for this role. She explained she had disclosed within the accounts the relationship between the college/trust and the service level agreement/management fees paid to the college. She acknowledged, in hindsight, there could have been a statement explaining there was nothing to disclose – this would be explained in the response to the ESFA and rectified in next year’s accounts</p> <p>L.Arscott informed the Board she had drafted a response, which would be copied to the Chair, CEO and Clerk. The Chair requested T.Cash and T.Fathers also be copied into the email.</p> <p><u>Kickstart newsletter</u> The Chair thanked T.Cash for the advance copy of the Kickstart newsletter being circulated later that week to parents/carers.</p> <p>The Chair thanked governors for being part of the Kickstart Board during yet another challenging year and also praised T.Cash and the staff team for their continued hard work and dedication to improving outcomes for the young people at Kickstart.</p>	<p>LA</p>										
	<p><u>Future meetings (subject to confirmation as per Item 9.2)</u></p> <table border="1" data-bbox="229 1041 1321 1227"> <thead> <tr> <th>Finance & Audit Committee, 4:00-5:00pm</th> <th>Kickstart Board 5:30-7:00pm</th> </tr> </thead> <tbody> <tr> <td>Tuesday 05 October 2021</td> <td>Tuesday 05 October 2021</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> </tbody> </table>	Finance & Audit Committee, 4:00-5:00pm	Kickstart Board 5:30-7:00pm	Tuesday 05 October 2021	Tuesday 05 October 2021	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 5:55pm