

Kickstart Academy Governing Body (Kickstart Board)

Tuesday 14 December 2021

5:30pm, Microsoft Teams



Governors/trustees attending:

Rosie Beswick, Co-opted trustee (Chair)

Gail Bleasby, Sponsor-appointed trustee (Vice Chair)

Rachael Brown, Member-appointed trustee

Tom Cash, Academy/staff trustee (Headteacher)

Emma Chetwood, Parent trustee – From Item 5

Andy Cooke, Member-appointed trustee

Georgia Coultas, Academy/staff trustee – From Item 3

Tony Fathers, Co-opted trustee (Chair of the Finance & Audit Committee - F&AC)

Graham Guest, Member-appointed trustee (Accounting Officer and Chief Executive) – from Item 7

Officers/guests in attendance:

Laura Arscott, Chief Finance Officer

Emma Rennie-Gibbons, Observer (Headteacher designate)

Stephanie Morley, Clerk to the Kickstart Academy/TCAT MAT

Paul Roberts, Executive Principal – Learning Community Trust (LCT)

NO	ITEM	ACTION
1	<p>Welcome and acceptance of apologies</p> <p>The Chair welcomed everyone to the meeting, in particular E.Rennie-Gibbons who had been appointed as Kickstart's new Headteacher and was attending as an observer. It was agreed introductions would be made after the appointment of the Academy/staff trustee as G.Coultas would be joining the meeting at that point (if appointed).</p> <p>Apologies were received and accepted from G.Shirley.</p>	Clerk
2	<p>Procedural matters</p> <p>2.1 <u>Declarations of interest for this meeting</u> There were no declarations of interest for the meeting.</p> <p>2.2 <u>Changes to the Register of interests</u> R.Brown advised she had been appointed as an Associate of the Best Practice Network. The Clerk noted she would update the Register of Interests to reflect this.</p> <p>There were no further reported changes to the Register of Interests.</p> <p>2.3 <u>Confidential items</u> There were no items to be discussed under Confidential session.</p> <p>2.4 <u>Any other urgent business items (notification of any items)</u> There were no items identified for discussion under AOB.</p> <p>2.5 <u>Chair/Vice Chair's actions since previous meeting</u> The Chair advised she had been invited (but unable) to take part of the Headteacher appointment process and had also attended the Annual Strategic Conversation meeting with the Regional Schools Commissioner (to be discussed under Item 9).</p> <p>2.6 <u>Appointment to the Academy/Staff trustee position</u> The Chair reported, further to the agreement at the last meeting, the selection process for the vacant Academy (staff) trustee position had been carried out. She advised two</p>	Clerk

	<p>members of staff applied for the position – they were both interviewed on 22/11/21 by a panel of Board members (R.Beswick, G.Bleasby and R.Brown), which recommended the appointment of G.Coultas appointment as Academy (staff) trustee.</p> <p>The Board APPROVED the appointment of G.Coultas as an Academy/staff trustee for a term of four years with immediate effect.</p> <p>G.Coultas joined the meeting at this point. The Board formally welcomed both G.Coultas and E.Rennie-Gibbons and introductions were made.</p>	
<p>3</p> <p>3.1</p> <p>3.2</p>	<p>Minutes and matters arising</p> <p><u>Minutes from previous meetings held 05 October 2021</u> The Board approved the minutes from the meeting held 05 October 2021 as a true record.</p> <p><u>Matters arising</u> The Clerk presented the Matters Arising report and the following updates were provided:</p> <ul style="list-style-type: none"> - Link governor reporting: this would be removed from matters arising and added as a standing item on the agenda - Parent engagement: T.Cash confirmed a parent/carer survey had been carried out to ascertain the preferred method of contact, which was confirmed as text/email - MTTs: to be addressed during the Headteacher’s report item - Value-added: to be addressed during the Headteacher’s report item 	<p>Clerk</p>
<p>5</p>	<p>Report from the Finance & Audit Committee T.Fathers provided a report of the meeting of the Finance & Audit Committee (F&AC) held prior to the Board meeting and highlighted the following:</p> <ul style="list-style-type: none"> - D.Bevington from Whittingham Riddell (the trust’s external auditor) had attended the meeting to present the Audit Close Memorandum report and reported there were no concerns following the conclusion of the annual audit. He advised the F&AC was recommending the approval of the accounts by the Board - Management accounts (Oct 2021) were reviewed, with no concerns/issues to report - T.Cash had presented the most recent risk registers and the F&AC had recommended the transfer register be updated to reflect the low staff turnover and the ability to attract high calibre candidates for the recent recruitment process - The first report of the Internal Auditors had been presented – a ‘Good’ audit opinion had been received and action to address the two recommendations (publishing equality information and evidencing minibuss checks) was underway - The completed DfE’s checklist for anti-fraud had been reviewed and there were no concerns to report to the Board - The F&AC was recommending the continuation of the previous agreement to adhere to the college’s Data Protection Policy (until the transfer to the LCT) - There were no instances of fraud brought to the attention of the F&AC - One FOI request had been received (relating to breakfast clubs) and there had been no data breaches <p>There were no questions and the Board thanked T.Fathers for his report.</p>	
<p>6</p>	<p>Financial management</p>	

<p>6.1</p>	<p><u>Audit accounts and financial statements 2020/21 for approval</u> L.Arscott presented the Audit Close Memorandum (ACM) for review and the Audited Accounts & Financial Statements 2020/21 for approval. She reported, as set out in the summary on Page 3 of the ACM, once the pension adjustment, actuarial loss and depreciation were all taken into account, the final 2020/21 position was a normalised surplus of £67.7k.</p> <p>L.Arscott referred to the audit findings outlined in the ACM and highlighted the following:</p> <ul style="list-style-type: none"> - The appointment of the internal audit provider had been actioned; however, the audit referred to 2020/21 and therefore the findings reflected what was/was not in place during that year - The retrospective internal audit for 2020/21 had resulted in a ‘Good’ outcome (as reported under Item 5) - Following the minor recommendation regarding petty cash, how this was managed and recorded would be reviewed <p>T.Fathers advised the approval of the accounts and accompanying letters of representation was recommended by the F&AC after reviewing them in detail.</p> <p>The Board APPROVED the TCAT MAT audited accounts and financial statements 2020/21 for signature by the Chair and Accounting Officer and submission to the DfE.</p>	
<p>6.2</p>	<p><u>Management accounts to 31/10/21</u> L.Arscott presented the management accounts for the period ending 31 October 2021 and highlighted the following:</p> <ul style="list-style-type: none"> - YTD income was £2k favourable to budget - Overall expenditure was £13.2k favourable to budget; pay costs were £7.9k favourable to budget and non-pay costs were £5.3k favourable - There had been no change in fixed assets on the balance sheet - Trade creditors totalled £60k and comprised a combination of trade creditors, accruals and anticipated expenditure (additional detail to be provided in future management accounts at the request of the F&AC) - There were no significant peaks or troughs forecast for the cash flow, with some growth expected throughout the year <p>There were no questions and the Board noted the positive financial position after the first two months of the year.</p>	
<p>6.3</p>	<p><u>Pupil Premium (PP) strategy statement</u> T.Cash screenshared the 3-year PP strategy statement (dated 14/12/21) and explained there was now a statutory requirement for schools to publish their report on their website by 31/12/21 – he confirmed this requirement had been met.</p> <p>T.Cash presented the report and outlined the informed it contained:</p> <ul style="list-style-type: none"> - Overview of the school (inc PAN, %age of PPG-eligible students and key people) - Overview of funding received (pupil and recovery premium grants) - Part A, PP strategy plan (inc intended outcomes, success criteria and activity to be funded – teaching and targeted support) - Part B, review of past year’s outcomes (how the funding was used and its impact) 	

	<p>The Board suggested, if the table on Page 13 for listing externally provided programmes was purposely blank, this should be made clear in the document. T.Cash confirmed it was intentionally blank and would make the suggested amendment.</p> <p>The Board thanked T.Cash for the report and noted the requirement to publish by 31/12/21 had been met.</p>	<p>HT</p>
<p>7</p> <p>7.1</p> <p>7.2</p>	<p>Headteacher’s update</p> <p>T.Cash referred the Board to the documents provided within the meeting pack (copies to be sent to E.Rennie-Gibbons):</p> <ul style="list-style-type: none"> - Self-Evaluation Form (SEF): Report to stakeholders - Raising Attainment Plan (RAP) <p><u>Self-evaluation form (SEF)/Stakeholder report</u></p> <p>T.Cash presented the SEF, an up-to-date assessment of the school and the progress to address the recommendations from the last Ofsted report. He highlighted the following:</p> <ul style="list-style-type: none"> - Attendance continued to be a priority. Whole-school attendance had been 59.7% at the time of updating the SEF, compared to a target of 80% and a national PRU average of 55% - The school football team was helping with engagement, participation in enrichment activity and a general sense of belonging at Kickstart - Safeguarding was robust and face-to-face visits for absent students continued (as per the Attendance Policy) - The majority of recorded safeguarding concerns/issues related to mental health and substance misuse outside the school environment. The PHSE programme and pastoral support offer were in place to address this and updated as required - Achievement continued to increase year-on-year. The 2021 exams/grades had been externally assessed by exam boards and no concerns were raised - Exclusions had fallen considerably, from 200+ in 2014 to 25 in 2020. There had been seven 5-day exclusions to date during this academic year, which had been unavoidable due to the nature of the incidents involved. Kickstart was working towards an exclusion rate of zero and alternative strategies for managing behaviour were being used to achieve this - Good progress had been made towards the full achievement of the Gatsby Benchmarks, with five at 100% and the remaining three at 76-90% compliant - Student Voice activity was carried out on a termly basis, with the most recent survey stating 100% of students: <ul style="list-style-type: none"> o Felt safe o Knew who to speak to if they had concerns o Had settled at Kickstart quickly o Were happy at Kickstart - Where answers had not been 100%, this had been followed up with the individual students and addressed as appropriate <p><u>Raising attainment plan (RAP)</u></p> <p>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 governors the impact of involving the whole staff team in its development had been significant. He highlighted the following:</p>	<p>HT</p>

	<ul style="list-style-type: none"> - There were more COVID cases at this current time than at any time during the pandemic, which had impacted on attendance. All individuals who had been affected had recovered and were back in school - Remote staff briefings had resumed and masks were to be worn in communal areas. Class sizes were small (max five students), allowing social distancing. The bubble system (A&B) had been retained and student interaction at lunchtime between bubbles was only permitted outdoors. Further measures included avoiding onsite meetings unless necessary, twice-daily cleaning (midday clean, followed by an evening deep-clean) - Remote learning was ready if needed; however, the school would remain fully open if there was a further lockdown due to the vulnerable status of the students <p>The Board asked what the feedback had been from students regarding the curriculum. T.Cash reported students had suggested the inclusion of History, which was already being considered for addition.</p> <p>The Board asked if the school was able to provide IT to students in the event of remote learning. T.Cash confirmed this was possible and reported a further three laptops had been received. He confirmed all students had access to a device for learning, which had all been updated (as per safeguarding requirements), and would be reallocated to students.</p> <p>7.3 <u>SEND annual report 2020/21</u> T.Cash referred the Board to the annual report circulated with the meeting papers and confirmed it had been published on the website, as per the requirement. He advised the report provided a current 'picture' of SEND at Kickstart, covering:</p> <ul style="list-style-type: none"> - The SEND profile at Kickstart - Support provided - Student progress - Funding allocations - Staff CPD - External agency support <p>There were no questions and the Board thanked T.Cash for presenting the report, which they noted had been published as per the requirement.</p> <p>7.4 <u>Value-added</u> T.Cash delivered a presentation, setting out value-added for the areas of attendance and hours in school:</p> <p>Attendance:</p> <ul style="list-style-type: none"> - Current overall school attendance (all students) was 58.2% (62% if the effect of modified timetables (MTTs) was removed) - National average for PRUs/alternative provision was 55.5% - Overall average attendance at previous educational setting 56% - Attendance was therefore greater than the national average and the value added was 2.2%. This was good progress, as many students were required to travel across the borough to reach Kickstart, whereas their previous school (in most cases) would have been much closer to their home - Some students had increased from a starting attendance of zero to an attendance rate of 70-80% 	
--	--	--

	<p>Hours in school:</p> <ul style="list-style-type: none"> - Full time hours in school – 28.75hrs - Number of students on MTTs – 4 - Average hours of students in school at Kickstart – 26.8hrs - Average hours of students in school at previous setting – 17.3hrs - Students now accessed an average of an additional 9.5hrs of education per week, demonstrating the curriculum was working and students were more engaged <p>T.Cash informed the Board, when a student was allocated a place at Kickstart through the Fair Access Panel (FAP), it would be beneficial for Kickstart to be provided with more detailed information about predicted grades for each subject, which would help to demonstrate the wider impact/value-added.</p> <p>The Board acknowledged the significant investment already made to address attendance, for example the Educational Welfare Officer, Family Liaison Officer, counselling support and curriculum redesign and improvement, and asked what more could be done to engage the students who were regularly not attending. T.Cash advised transport was provided in the form of taxis and bus passes for eligible students and added that to do this for every student would cost £200k each year. He advised the main challenge was the students who refused who attend and the need to change mindsets after years of a negative attitude towards learning.</p> <p>The Board enquired about the role of the local authority in the event of refusal to attend. A.Cooke advised there were limited tools at the local authority’s disposal and would largely be legal action/prosecution, which was not always in the best interests of the child/family. The Board noted the vulnerability of the students attending Kickstart and that these students were not currently fast-tracked or prioritised for local authority action. The Board acknowledged, from a safeguarding perspective, these students would be visited by a Kickstart staff member every 1-3 days so ensure they were regularly seen in person. It was agreed T.Cash, P.Roberts and A.Cooke would meet to discuss how the local authority could support this work.</p> <p>The Board noted school should be a place where students wanted to be and that could offer additional facilities such as a family hub - Tan Bank did not meet those requirements. The Board acknowledged the staff had made the best of the facilities at Tan Bank but they did not provide an engaging learning environment or community facilities. The Board also acknowledged the need to build on the good work to date to improve the reputation of Kickstart and for it to be seen as a side-step, rather than a step back.</p>	<p>HT/PR /AC</p>
<p>8</p> <p>8.1</p>	<p>Policies</p> <p><u>Policy review</u></p> <p>The following policies were presented to the Board for approval:</p> <ul style="list-style-type: none"> - Allegations against Staff Policy (review) - Attendance Policy (review) - Development Appraisal Policy (review) - Physical Intervention Policy (review) - SEND Policy (review) - Careers Information, Advice & Guidance Policy (new) <p>The Board reviewed and APPROVED all the policies (as outlined above):</p>	

<p>8.2</p>	<p><u>Data Protection Policy</u> The Board APPROVED the F&AC’s recommendation to continue with the previous decision to follow Telford College’s Data Protection Policy until the transfer to the Learning Community Trust.</p>	
<p>8.3</p>	<p><u>Public Sector Equality Duty – Annual report</u> The Board NOTED the annual report explaining how the trust complied with the public sector quality duty and AGREED for its publication on the Kickstart website.</p>	
<p>4</p>	<p>Looking to the future – transfer update The Board noted the likely gap between T.Cash leaving Kickstart and E.Rennie-Gibbons taking up the role and asked if arrangements were being put in place. G.Guest advised he was meeting with G.Eatough that week, where this would be discussed, and he confirmed an interim arrangement would be put in place if required due to timing. E.Rennie-Gibbons advised she was negotiating her leaving date with her current employer and was hoping to be able to start at Kickstart at the end of February 2022 (after half-term).</p> <p>The Board noted the importance of keeping staff up to date and requested the team be informed of the agreed interim arrangements at the earliest opportunity.</p> <p>The Board asked if the location of the new premises had been considered as part of the business case. It was confirmed the DfE had looked at a number of potential sites when visiting Telford and the need for a location offering a high-quality learning environment, supported by a safe transport network, had been emphasised. The Board acknowledged, unless a town centre site was identified, there would always be challenges with location.</p> <p>The Board noted one of the alternative provision partners picked up students from their home and asked if this could be reviewed (and preferably replaced with collection points).</p>	<p>GG</p> <p>HT</p>
<p>9</p> <p>9.1</p> <p>9.2</p> <p>9.3</p>	<p>Governance matters</p> <p><u>GovernorHub</u> The Clerk reminded the Board of the benefits of using GovernorHub and requested all trustees registered to use the system, as from March 2022 meeting papers would be published on GovernorHub rather than via email.</p> <p><u>Link reports</u></p> <p>Personal development: R.Brown reported she had visited Kickstart for two link visits since the last meeting. Her reports had been shared with Board members via email (and on GovernorHub) prior to the meeting and she confirmed there was evidence in place to support the good work with the students.</p> <p>Safeguarding: P.Roberts informed the Board four separate safeguarding audits had been completed by candidates as part of the Headteacher recruitment process and had all confirmed compliance and a strong culture of safeguarding.</p> <p><u>Annual strategic conversation with the Regional Schools Commissioner</u></p>	<p>KSGB</p>

Kickstart Academy Governing Body (Kickstart Board)

Tuesday 14 December 2021

5:30pm, Microsoft Teams



9.4	<p>The Chair reported this had been a positive discussion, which had been summarised in the follow-up letter received earlier that day. It was agreed the letter would be uploaded to GovernorHub for trustees' information.</p> <p><u>Feedback from LCT Chairs' meeting</u> The Clerk reported she had attended the recent meeting of the LCT Chairs in her capacity as clerk for the LCT's local governing bodies and informed the Board it was very apparent the LCT was keen for Kickstart to join them.</p>	Clerk						
10	<p>Any other business There was no further formal business for discussion.</p> <p>The Chair informed the Board this would be T.Cash's last meeting and took the opportunity to thank him for his significant contribution to the improvement seen at Kickstart since his appointment as Headteacher and wished him well for his new role within the Learning Community Trust. This was echoed by the rest of the Board.</p>							
	<p><u>Future meetings</u></p> <table border="1" data-bbox="229 936 1323 1048"> <tr> <td>Finance & Audit Committee, 4:00-5:00pm</td> <td>Kickstart Board 5:30-7:00pm</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 29 March 2022	Tuesday 29 March 2022	Tuesday 12 July 2022	Tuesday 12 July 2022	
Finance & Audit Committee, 4:00-5:00pm	Kickstart Board 5:30-7:00pm							
Tuesday 29 March 2022	Tuesday 29 March 2022							
Tuesday 12 July 2022	Tuesday 12 July 2022							

The meeting ended at 7:02pm.

Link governors 2021/22

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

Actions from this meeting

Ref	Action	Who
1-3	Update records/registers	Clerk
6.3	Make reference to table on last page of PPG report being intentionally blank	HT
7.1	Send SEF and RAP to ERG	HT
7.4	Discuss the issue of school refusal and the role of the local authority	HT/PR/AC
4(i)	Confirm interim Headteacher arrangements and update staff	GG
4(ii)	Discuss the possibility of collection points (rather than home addresses) with AP	HT
9.1	Register to use GovernorHub	Trustees
9.3	Share letter received from Regional Schools Commissioner with governors	Clerk