

Kickstart Academy Governing Body

Tuesday 15 December 2020

4:30pm, via Microsoft Teams



Governors/trustees attending:

Rosie Beswick, Chair of the Governing Body
Gail Bleasby, Vice Chair (appointed under Item 2.6)
Andy Cooke (from Item 5)
Tony Fathers, Chair of the Finance & Audit Committee
Graham Guest, Accounting Officer and Chief Executive
Katy Roberts
Janet Stephens
Peter Stone

Officers/guests in attendance:

Laura Arscott, Chief Finance Officer, Kickstart Academy/TCAT MAT
Tom Cash, Headteacher, Kickstart
Stephanie Morley, Clerk to the Kickstart Academy/TCAT MAT

NO	ITEM	ACTION
1	Welcome and acceptance of apologies The Chair welcomed everyone to the meeting. Apologies had been received from R.Brown and P.Roberts. It was noted A.Cooke would be late joining the meeting.	<i>Clerk to update records</i>
2	Procedural matters	<i>Clerk to update records</i>
2.1	<u>Declarations of interest</u> There were no declarations of interest for the meeting.	
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> There were no urgent AOB items.	
2.5	<u>Chair's actions since previous meeting</u> The Chair informed the Board she had given provision approval for the following policies in response to the safeguarding audit in December 2020, subject to them being presented to the Board for approval at its next meeting (see Item 9): <ul style="list-style-type: none">- Allegations against staff policy;- Physical intervention policy; and- Designated teacher for looked-after children policy	
2.6	<u>Election of Vice Chair</u> The Board was informed the decision had been taken several years ago that the position of Vice Chair was not required. Given the current circumstances and the potential for the need to make urgent/important decisions, it was suggested this decision be revisited. The Board agreed and G.Bleasby was appointed as Vice Chair.	
3	Minutes and matters arising	

<p>3.1</p>	<p><u>Minutes from previous meetings held 06 October 2020</u> The Board approved the minutes from the meeting held 06 October 2020 as a true record.</p>	<p><i>Clerk to update records</i></p>
<p>3.2</p>	<p><u>Matters arising</u> The following updates to the matters arising report were provided:</p> <ul style="list-style-type: none"> - Ref 3, Student-funding reconciliation exercise – T.Cash was working with A.Cooke to resolve this and would update L.Arcscott - Ref 6, Link governors – governors were reminded to undertake and record link governor activity - Ref 7, Value added information – T.Cash would be providing a verbal report during the meeting, which would be followed up with a written report - Ref 8, Alternative provision/SCR – T.Cash reported this had been actioned - Ref 11, Resourcing the new curriculum meeting – ongoing - Ref 14, KCSIE forms – the Clerk confirmed these had now all been received <p>All other actions were reported as completed or on hold as previously agreed.</p>	<p><i>HT to circulate written VA report</i></p>
<p>4</p>	<p>Trust transfer update P.Stone reported steady progress was being made. G.Guest informed the Board he was meeting with the Chief Executive of the LCT the following day and would provide an email update to governors via the Clerk if there was further progress to report.</p>	<p><i>GG to circulate any further progress</i></p>
<p>5</p>	<p>Report from the Finance & Audit Committee</p> <p>T.Fathers provided a report of the meeting of the Finance & Audit Committee held on 07/12/20. The Committee had:</p> <ul style="list-style-type: none"> - received an update on Kickstart’s COVID response, including claiming additional incurred costs - reviewed the draft audited accounts and responded to outstanding queries - considered the management accounts for the period ending 31/10/20 - reviewed the strategic and transfer risk register - received the audit tracking report (no outstanding actions) and the Summer termly audit report (no recommendations/actions) - discussed the need to finalise internal audit arrangements for 2020/21 and had asked for an update at this meeting - recommended the Anti-Fraud Policy for approval by the Board - received reports on fraud, data protection, FOI and statutory returns (nothing to report to the Board) <p>L.Arcscott advised the Board she had spoken to the LCT’s Chief Finance Officer following the F&AC meeting. She had been informed the LCT internal audit arrangements had been finalised and that Kickstart could be included once the transfer was more progressed.</p> <p>T.Cash informed the Board a small number of changes had been made to the risk registers since the previous meeting:</p> <ul style="list-style-type: none"> - update re Ofsted inspections not resuming until the Summer term - the merger of two related risks regarding governor skills/experience - the addition of a new risk regarding the impact of staff absence - the removal of risks relating to finding a new trust/sponsor (Transfer R/R) 	

	<p>- the addition of a new risk regarding the capital bid – time taken/success (Transfer R/R)</p> <p>T.Cash recommended Risk 1.4 in the Transfer risk register (premises cannot be found for 2020/21) be revised to ‘Tan Bank is not appropriate as long-term/permanent accommodation for Kickstart’. The Board agreed to this change.</p>	<p><i>HT to revise</i></p>
<p>6</p>	<p>Annual accounts and financial statements 2019/20</p> <p>L.Arscott presented the Audit Close Memorandum (ACM) for review and the Audited Accounts & Financial Statements 2019/20 for approval. She reported the outturn surplus position was almost the same as the previously predicted £85k surplus. As per the summary on Page 3 of the ACM, once the pension adjustment, actuarial loss and depreciation were all taken into account, the final 2019/20 position was a £40.6k surplus. She reminded the Board 2019/20 had been an unusual year from a finance perspective.</p> <p>The Board asked if the authority letter for the bank had been processed as this had been raised as an outstanding matter during the F&AC meeting. L.Arscott confirmed it had been submitted to the bank and the Relationship Manager was facilitating its approval. The Board asked why the letter had been actioned so late in the process and if it could have been done earlier to reduce pressure on the team at this time. L.Arscott agreed it could have been actioned earlier and would do this for future audits. She confirmed this would not hold up the signing of the accounts, which would be done the following day via courier (subject to the approval of the accounts).</p> <p>The Board APPROVED the TCAT MAT audited accounts and financial statements 2019/20 for signature by the Chair and Accounting Officer on 16 December 2020.</p>	<p><i>LA to submit once signed</i></p>
<p>7</p> <p>7.1</p> <p>7.2</p>	<p>Financial management</p> <p><u>Management accounts to 31/10/20</u></p> <p>L.Arscott presented the management accounts for the period ending 31 October 2020. She highlighted the following:</p> <ul style="list-style-type: none"> - YTD income was £6.3k adverse to budget, due to missing AWPU payments and the outstanding £50k funding from TWC (A.Cooke agreed to investigate why this had not been paid) - Overall expenditure was £11.5k favourable to budget - Pay costs were £4.7k favourable to budget, although the budgeted pay increase had not yet been agreed and would impact later in the year - Non-pay costs were £6.8k favourable to budget, with a number of under and over budget lines <p>The Board asked if the devices bought for home learning had been incorporated into the balance sheet. T.Cash informed the Board they had purchased using last year’s budget and L.Arscott confirmed they would be treated as fixed assets and added to that section of the balance sheet.</p> <p><u>Pupil Premium report</u></p> <p>T.Cash presented his report and reminded governors of the purpose of the funding. He advised Kickstart had received £30.2k of Pupil Premium grant in 2019/20 and informed the Board these funds had been used for:</p>	<p><i>AC to investigate</i></p>

<p>7.3</p>	<ul style="list-style-type: none"> - Additional exam entries to increase opportunities to attain - Academic resources - Assessment tools to increase engagement across the curriculum - Reward/incentive schemes - Transport to improve attendance - Use of alternative provision - Careers advice and support to improve outcomes/destinations <p>T.Cash advised the impact of these had been:</p> <ul style="list-style-type: none"> - Increased academic attainment - Improved attendance - A narrowed gap - More positive destinations for leavers - Less exclusions - Improved enrichment <p>The Board asked how many students were eligible for Pupil Premium and if evidence of the impact made on individual students was being collated – T.Cash reported 43% of the students at Kickstart were eligible. He confirmed more student case studies were in development and he would ensure evidence of impact was in place for Pupil Premium.</p> <p><u>Catch-up Premium Strategy</u></p> <p>T.Cash presented the Catch-Up Premium Strategy and informed governors the purpose of the funding was to close the attainment gap caused by COVID/2020 lockdown. A total of £11.5k had been allocated (to be received in three instalments) and would be used in the following ways:</p> <ul style="list-style-type: none"> - Whole-school activity - Targeted interventions - Other identified strategies and support <p>The Board asked if the use of these funds would be audited. L.Arscott advised returns were submitted for the Pupil Premium grant, therefore there may be similar requirements for this grant.</p>	<p><i>HT to ensure PPG impact in place</i></p>
<p>8</p> <p>8.1</p> <p>8.2</p>	<p>Headteacher’s update</p> <p><u>COVID response</u> The Board noted the updated COVID response plan.</p> <p><u>Headteacher’s report/SEF and RAP</u> T.Cash introduced the new Stakeholder report, which combined the usual Headteacher’s report with the SEF. He informed governors the headings were in-line with those of the EIF, as per the request at the previous meeting.</p> <p>The Board was pleased to see improved attendance and asked if the reasons for this were known. T.Cash reported a considerable amount of parental engagement work had taken place during the first lockdown – very regular communication, support for families, relationship building – which had been built on further since the beginning of the year. The introduction of BromCom had also helped – emails/text messages could be easily sent to parents/carers, which was often the preferred method of communication. He informed the Board the aim was a 5:1 ratio of positive-to-negative interactions with</p>	

<p>8.3</p>	<p>parents/carers. All of this was helping to improve attendance and emphasise its importance with parents/carers.</p> <p>The Board asked what was the process for assessing areas as ‘good’ in the SEF – had this been validated and who by? T.Cash explained he had validated the assessments, along with the School Improvement Partner. Further validation took place during meetings with P.Stone and P.Roberts throughout the year.</p> <p>The Board requested an impact assessment evidencing the positive difference made to students during their time at Kickstart be produced. Governors noted the SEF evidenced the good progress that had been made and that with further evidence of impact, there could be a case for ‘Good’ assessments across the board. T.Cash agreed the areas currently assessed as ‘Requires improvement’ had much improved. He advised he had been working on impact assessments as part of another document and agreed to pull this together into a single impact assessment. G.Guest offered to share the college’s strategic impact assessment with T.Cash once finalised.</p> <p>The Board referred again to attendance and asked how it compared with the national average. T.Cash reported whole school attendance had increased from 51% to 64%. He advised, in addition to robust attendance monitoring, students had realised the value of attending school from both an academic and social perspective as a result of lockdown and recent bubble closures. The new curriculum and enhanced focus on vocational subjects had also helped to drive attendance, with all engaged students accessing more school hours than they had done when in mainstream provision. He reported Kickstart’s attendance was higher than the national average, which was 58% for PRUs, and reported he would check this for the most recent figure. The Board asked for attendance improvement to be captured within the impact assessment.</p> <p>The Board noted an action within the Raising Attainment Plan (RAP) on page 4/165 should be marked as complete and T.Cash noted he would amend this. The Board asked how often progress against delivering the RAP would be monitored. T.Cash advised, going forward, the plan would be RAG-rated to clearly indicate progress and would be discussed regularly during meetings with P.Stone and P.Roberts. A full progress update would be produced on a termly basis.</p> <p><u>Newsletter</u></p> <p>T.Cash presented the refreshed Kickstart Newsletter, led by J.Kimm. K.Roberts informed the Board staff welcomed the new style of newsletter and feedback would be sought from during the upcoming parents/carers event.</p> <p>The Board asked how this term’s parents/carer’s event would take place given the current restrictions. T.Cash explained this term’s meetings with parents/carers were predominantly taking place by phone. He explained previously these sessions had been in-person but since lockdown staff had been speaking regularly with students and parents/carers via phone or Teams so remote communication was now well established. The meetings would be used to talk to parents/carers about progress made this term and their feedback will also be obtained, a report on which would be provided at the next meeting. The Chair advised, at a recent MAT Leaders event, she had heard how schools were reporting increased engagement at these events since they had become virtual and asked if engagement rate could be incorporated into the report.</p>	<p><i>HT to produce impact assessment GG to circulate TC document</i></p> <p><i>HT to check nat’l ave</i></p> <p><i>HT to include attendance</i></p> <p><i>HT to amend</i></p> <p><i>Clerk to add to agenda</i></p> <p><i>HT to produce report</i></p>
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<p>8.4</p>	<p><u>Case study</u> T.Cash presented the student case study and advised a further five had been produced, outlining the impact attending Kickstart had made on these students.</p> <p>The Board asked if students themselves recognised the positive difference that had been made. T.Cash advised this typically happened on results day, when students who previously had thought they would leave education with no qualifications discovered they had achieved GCSEs. The Board asked if the students saw their own case studies. T.Cash advised they currently did not, although the case studies were based on students’ own words and experiences. He added he was considering sharing the case studies with new year groups and also inviting ex-students into Kickstart to talk about their experience.</p> <p>The Board thanked T.Cash for the case study, noting it was really powerful evidence of impact, and looked forward to receiving further examples.</p>	
<p>9</p> <p>9.1</p> <p>9.2</p> <p>9.3</p> <p>9.4</p> <p>9.5</p> <p>9.6</p>	<p>Policy review</p> <p>The following policies were presented for approval:</p> <p><u>Allegations against staff policy</u> T.Cash informed the Board this had been removed from the Safeguarding Policy and created as its own policy, as per a recommendation from the recent audit.</p> <p><u>Anti-fraud policy</u> L.Arscott informed the Board the previous policy was out-dated and the new policy was based on that of Telford College. The Finance & Audit Committee had reviewed the draft and recommended the policy for approval.</p> <p><u>Designated teacher for looked-after children policy</u> T.Cash informed the Board the update reflected recommendations following the recent safeguarding audit.</p> <p><u>Development appraisal policy</u> T.Cash informed the Board the draft policy was based on that of Telford College.</p> <p><u>Physical intervention</u> T.Cash informed the Board the update reflected recommendations following the recent safeguarding audit.</p> <p><u>SEND policy</u> T.Cash informed the Board, although a SEND policy was not a statutory requirement, he was recommending the approval of the draft policy given the high number of pupils with SEND at Kickstart.</p> <p>There were no questions and the Board approved all the above policies.</p>	
<p>10</p> <p>10.1</p>	<p>Governance matters</p> <p><u>Link governor reports</u> The Board noted the informative link governor report from R.Brown circulated within the meeting papers.</p>	

<p>10.2</p> <p>10.3</p>	<p>The Chair informed the Board she had undertaken a virtual visit of Tan Bank with T.Cash and recommended other governors do the same given the present difficulties with carrying out visits/meetings onsite. She reported she had found the virtual tour very informative and had noted the unsuitability of Tan Bank as a permanent location.</p> <p><u>Governor CPD</u> The Chair informed the Board, since the last meeting, she had taken part in the following CPD activity – regular safeguarding discussions with P.Stone, the virtual tour, a cyber security webinar for governors and a trust leaders’ event.</p> <p>The Clerk reminded the Board of the CPD available through The Key and offered to provide instructions on how to access the training.</p> <p><u>Clerk’s update</u> The Clerk reported she had no update items on this occasion and thanked governors for responding to recent requests.</p>	<p><i>Clerk to circulate</i></p>
<p>11</p> <p>11.1</p> <p>11.2</p>	<p>Any other business</p> <p><u>Safeguarding reviews</u> P.Stone informed the Board the safeguarding review carried out in October 2020 had been positive and the resulting recommendations had been swiftly actioned. A second, independent, safeguarding review was taking place later that week at the college and would include Kickstart. He confirmed the report of the review would be shared with governors once finalised.</p> <p><u>Staff feedback</u> K.Roberts informed the Board of staff members’ concerns about the lack of pace with regards to the bid for the new premises, how this would impact on the original plan to be in new premises for the 2021/22 academic year and the unsuitability of Tan Bank as a long-term location. G.Guest acknowledged these concerns. He emphasised the LCT’s commitment to Kickstart joining the trust and the DfE’s support of the capital bid, and added the process would gain momentum once the new location had been agreed. He offered to meet with staff later that week to answer their questions, which was welcomed by K.Roberts and T.Cash.</p> <p>The Chair thanked everyone for their attendance and contribution at the meeting. She thanked T.Cash and the staff team for all their hard work during this unprecedented time.</p> <p>The meeting closed at 5:55pm.</p>	<p><i>PS to share audit report</i></p> <p><i>GG to meet with staff</i></p>