

# Kickstart Academy Governing Body

Tuesday 30 March 2021

4:30pm, via Microsoft Teams



## **Governors/trustees attending:**

Rosie Beswick, Chair of the Governing Body  
Gail Bleasby, Vice Chair  
Rachael Brown  
Andy Cooke  
Tony Fathers  
Graham Guest, Accounting Officer and Chief Executive  
Katy Roberts (from Item 3)  
Janet Stephens  
Peter Stone

## **Officers/guests in attendance:**

Laura Arscott, Chief Finance Officer – Kickstart Academy/TCAT MAT  
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	<b>Welcome and acceptance of apologies</b> The Chair welcomed everyone to the meeting. No apologies had been received.	<i>Clerk</i>
2	<b>Procedural matters</b>	<i>Clerk</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/Vice Chair's actions since previous meeting</u> There were no actions to report.	
3	<b>Minutes and matters arising</b>	<i>Clerk</i>
3.1	<u>Minutes from previous meetings held 15 December 2020</u> The Board approved the minutes from the meeting held 15 December 2020 as a true record.	
3.2	<u>Matters arising</u> The following updates to the matters arising report were provided: <ul style="list-style-type: none"><li>- Ref 1, Parent governor vacancy – interest had been received from a number of parents and the formal process would begin at the earliest opportunity</li><li>- Ref 2, Ofsted training – R.Beswick, R.Brown and T.Cash had all attended the LCT's Ofsted training. Slides from the session would be shared with the whole board</li><li>- Ref 3, Funding reconciliation – the payments referred to at the last meeting had all been received and there was now one further payment awaited</li></ul>	<i>PR /Clerk</i>

	<ul style="list-style-type: none"> <li>- Ref 4, Link governors – governors were reminded to undertake and record link governor activity</li> <li>- Ref 14, Outstanding funding – resolved</li> <li>- Ref 15, PPG impact report – confirmed as updated and published on the website</li> </ul> <p>All other actions were reported as completed.</p>	
<b>4</b>	<p><b>Trust transfer update</b></p> <p>P.Roberts advised the LCT remained committed to the transfer and were continuing to support Kickstart during this interim period. The capital bid was in development and DfE officials had visited the proposed site as part of the process. The final outcome was awaited and once confirmed the transfer could move relatively quickly.</p> <p>G.Guest informed the Board he was meeting with G.Eatough the following day and would provide an update via email if there was further progress to report.</p>	<b>GG</b>
<b>5</b>	<p><b>Report from the Finance &amp; Audit Committee</b></p> <p>T.Fathers provided a report of the meeting of the Finance &amp; Audit Committee held on 16/03/21. He highlighted the following from the meeting:</p> <ul style="list-style-type: none"> <li>- The management accounts had been reviewed and showed a favourable position</li> <li>- The SRMSAT had been reviewed and was recommended for approval</li> <li>- In light of recent cyber attacks on educational institutions, the Committee recommended the review of the IT security risks</li> <li>- The current internal audit arrangements were deemed to be adequate by the Committee, as the ability to join the LCT’s audit arrangements was awaited</li> <li>- The Committee noted no incidents of fraud or data breach since the last meeting</li> <li>- The annual accounts and Land &amp; Buildings Tool were confirmed as submitted</li> <li>- Upcoming submissions were the SRMSAT (April) and Companies House (May)</li> </ul> <p>The Board asked for an update on the recent termly audit. L.Arcscott reported a termly audit was undertaken on 25/26 March 2021. The close-down meeting had been positive and the auditor’s draft report was awaited.</p> <p>The Clerk confirmed, following a discussion at the F&amp;AC meeting, that responsibility for production of the remaining accounts/financial submissions would remain with the TCAT MAT (Kickstart) Board and would not transfer with Kickstart to the LCT. The closure of the TCAT MAT could then commence following the submission of the final accounts.</p>	
<b>6</b>	<p><b>Financial management</b></p> <p>6.1 <u>Management accounts to 31/01/21</u></p> <p>L.Arcscott presented the management accounts for the period ending 31 January 2021. She highlighted the following:</p> <ul style="list-style-type: none"> <li>- YTD income was approx. £12k favourable to budget, with variances across the different budget lines, including £10.4k adverse for AWPU and £24k favourable for Additional funding budgets</li> <li>- Pay costs were £12.5k favourable to budget</li> <li>- Non-pay costs were £5k favourable to budget, with a number of unders/overs</li> <li>- Overall, a year-end surplus of £29.6k was forecast</li> <li>- The assets now included the purchase of a mini-bus and IT equipment</li> </ul>	

<p>6.2</p>	<p>- Cash flow was healthy and expected to be consistent throughout the year</p> <p>There were no questions and the Board thanked L.Arcscott for presenting the latest management accounts.</p> <p><u>School resource management self-assessment tool (SRMSAT) 2021</u></p> <p>L.Arcscott presented the SRMSAT draft for submission by 15/04/21. The SRMSAT was automatically populated and benchmarked using data provided through the annual accounts submission. The checklist had been completed by herself, the Clerk and the Headteacher and had been reviewed by the Finance &amp; Audit Committee, who recommended its approval.</p> <p>L.Arcscott informed the Board the benchmarking data showed Kickstart was comparable and broadly in line with other PRUs.</p> <p>The Board asked for confirmation of why there was no Progress 8 data included for Kickstart. T.Cash explained, as a PRU, this data was not published for Kickstart.</p> <p>The Board APPROVED the submission of the SRMSAT 2021</p>	<p><i>CFO</i></p>
<p>6.3</p>	<p><u>Catch-Up Premium Strategy update</u></p> <p>T.Cash presented his report, which was an updated version of the document previously presented the Board. The strategy set out the plans for how the Catch-Up Premium would be spent and its intended impact. He advised the plan may change during the Summer in order to respond to issues during a critical term (particularly for Year 11).</p> <p>There were no questions and the Board thanked T.Cash for presenting the update.</p>	
<p><b>7</b></p>	<p><b>Headteacher's update</b></p> <p>7.1 <u>Stakeholder report</u></p> <p>T.Cash informed the Board the SEF would be fully updated over Easter and then again in time for the meeting in July. The SEF provided contextual information about the school, a summary of the COVID response and demonstrable evidence of the impact made.</p> <p>T.Cash highlighted the following:</p> <ul style="list-style-type: none"> <li>- achievement was predicted to be at least in line with the previous year's figures, with an increase in grades 4 and above</li> <li>- good progress had been made towards achieving the Gatsby Benchmarks – 5/8 were 100% achieved, with the rest working towards that. Staff had worked hard to make this progress and lower NEET levels</li> </ul> <p>The Board asked if the report could include data/evidence of attendance improvement. T.Cash confirmed this was in the report; however, he agreed this could be more apparent and would change this for the next report.</p> <p>The Board noted the current attendance figures asked how COVID-related absence had been recorded. T.Cash advised the Board that Kickstart had been open to students throughout the last 12 months and students had been actively encouraged to attend school onsite. Not all students had accepted the offer and had accessed their learning remotely. As they were not in school these students had been marked as absent, even though they</p>	<p><i>HT</i></p>

	<p>were following the curriculum from home. He informed the Board attendance was currently 63% (approx. 5% more than at the same point last year) and although not reaching the aspirational target of 80%, was good in comparison to previous performance, the national average and the current circumstances. For those students currently not in school, remote learning continued to be provided alongside the onsite provision, with daily live lessons via Teams and posted paper packs.</p> <p>P.Roberts informed the Board of the robust arrangements in place for monitoring attendance. Students not on site were seen every 1-3 days and Kickstart would have access to a shared LCT Educational Welfare Officer EWO after Easter. He advised T.Cash had reduced the use of modified timetables by 50% and the team were doing all they could to encourage the students into school.</p>	
<p>7.2</p>	<p><u>Safeguarding</u></p> <p>T.Cash screenshared a presentation, which would be circulated to governors following the meeting. He advised the robust attendance policy was a key component of Kickstart's safeguarding policies/procedures and he was grateful for the access to the LCT's EWO to help drive attendance improvement. He reported 107 home visits had been made by staff, which equated to an average of 5.5 per day. Those students assessed as high risk were contacted on daily on a face-to-face basis (videocall or home visit). He advised any concerns noted during the contact would be referred immediately to the DSLs.</p> <p>T.Cash informed the Board an independent review of safeguarding had been commissioned following the audit conducted as part of the college's own review. The report would be published soon and would be shared with governors.</p> <p>The Board acknowledged the robust processes in place for monitoring safeguarding and the welfare of students and asked for their thanks to be passed to the staff team.</p> <p>The Board noted the current attendance figure of 63% (and how this was higher than the national PRU average of 58%) and asked how realistic the aspirational target of 80% was. T.Cash agreed it was a challenging target; however, attendance had increased by 10% annually over the last several years and incremental gains were realistic. He informed the Board transport was a big barrier moving forward and he was looking at how this could be addressed. P.Roberts advised it was important to ensure the 4/10 children currently not attending, who were the most vulnerable, were supported and encouraged in every way possible to attend school – next year's focus would therefore be transport (getting the students into school) and curriculum (engaging students in learning).</p>	<p>Clerk</p> <p>HT</p> <p>HT</p>
<p>7.3</p>	<p><u>Raising attainment plan (RAP)</u></p> <p>T.Cash informed the Board, similar to the SEF, the RAP would undergo a full review over the Easter break.</p> <p>The Board noted the RAP and asked if value-added could be addressed within the body of the RAP. T.Cash agreed he would incorporate VA during the next review.</p>	<p>HT</p>
<p>7.4</p>	<p><u>Value-added</u></p> <p>T.Cash reported he had included data within the report showing the value added for attendance – data before joining Kickstart and current cumulative attendance for each student. He advised it had been difficult to obtain the data from some of the schools and that he hoped to present an update at the next meeting to provide the full attendance</p>	

	<p>picture. He referred the Board to the graph displaying average school attendance over time and noted the clear dip related to the beginning of the most recent lockdown; however, attendance had risen steadily since and was returning to pre-lockdown levels.</p> <p>7.5 <u>Modified timetables (MTTs)</u> T.Cash advised he was focused on significantly reducing the number of students on MTTs. These had been put in place with the aim of helping students engage with their education and ultimately increase their hours at school. Ideally, MTTs would not be used at Kickstart – the curriculum at Kickstart was attractive to the students and MTTs were a barrier to this – however, he acknowledged they were necessary for some students as part of their reintegration into learning. Throughout the year, there had been twelve increase in hours and no reductions; and in overall hours this equated to an increase from 155 to 233.</p> <p>7.6 <u>Achievement and value added</u> Further to the report at the previous meeting, more data was available and had been used to produce further achievement predictions and show the value added. He advised this had been more difficult to assess for those students who had not been placed at Kickstart through the FAP process due to data availability. The data showed increased grades across the Year 11 group and value added for both English and maths GCSE for most students.</p> <p>The Board asked if there had been an increase in referrals to Kickstart following the impact of COVID/lockdown on behaviour. T.Cash confirmed there had been some recent permanent exclusions in the mainstream schools – the referrals had been significantly less this year but were now likely to increase with the return from lockdown. Regarding the behaviour of Kickstart students, T.Cash he reported there had been some negative behaviour during the first lockdown but the more recent lockdown had been much more structured and routine, which had paid dividends for behaviour.</p> <p>7.7 <u>Parent Power</u> T.Cash reported on the parent/carer survey carried out since the last meeting. The results had been 80% fully positive and 20% mostly positive, with the constructive feedback received relating to remote learning. In response to parent feedback, reminders and clarification about online safety had been circulated, learning resources had been adapted for those students not adjusting easily to online provision and signposting for mental health issues (for parents/carers as well as the students) had increased.</p> <p>The Board asked how staff wellbeing was being supported. T.Cash advised the last year had been difficult for everyone in the team. Staff wellbeing was being supported through a range of activity including the introduction of staff champions, who were nominated each week by the previous champion. T.Cash advised the staff morale was generally positive and he praised the team’s dedication and commitment.</p> <p>K.Roberts advised staff had concerns about the suitability of Tan Bank and confirmed she would discuss these with T.Cash and P.Stone. There was also uncertainty about some staffing contracts – T.Cash reported this was being addressed by HR.</p> <p>The Board praised the latest newsletter. Governors acknowledged the ‘Family life’ quiz at the end of the newsletter was a good method of parental engagement; however, on this occasion it was felt some of the questions were not entirely appropriate. T.Cash advised this had very recently been discussed internally and would be addressed.</p>	
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	<p>The Board noted extremes in attendance within the report and asked if the underlying reasons for this were known. T.Cash reported the higher levels were reflective of the new curriculum being attractive to students. The majority of students did attend well; however, there were some students whose attendance was much lower. These students often lived in areas requiring a substantial two-bus journey to Kickstart. When already disengaged, this provided an additional barrier to attending in person. Regular safe and well checks were undertaken with these students. The Board recommended narrative be added to the report to provide this important context alongside the figures.</p>	
<p><b>8</b></p> <p>8.1</p> <p>8.2</p> <p>8.3</p>	<p><b>Governance matters</b></p> <p><u>Link governor reports</u> The Chair advised she had monthly catch-ups with P.Stone regarding safeguarding and Kickstart in general. She had raised IT security during the past phone call and had been reassured this was adequately covered through the college’s IT system used by Kickstart.</p> <p><u>Governor CPD</u> The Clerk reminded the Board of the CPD available through The Key and referred to the instructions provided within the meeting pack.</p> <p><u>Clerk’s update</u> The Clerk reported she had no further update items on this occasion.</p>	
<p><b>9</b></p> <p>9.1</p>	<p><b>Any other business</b></p> <p><u>Trust transfer</u> The Board asked what contingency arrangements were being put in place for the possibility of an unsuccessful funding bid. P.Roberts advised, in this scenario, all involved would need to make a decision about the long-term plan. He noted the following to highlight the importance of securing the funding:</p> <ul style="list-style-type: none"> <li>- the current building (Tan Bank) was a limiting factor with regards to the delivery of curriculum and therapeutic support</li> <li>- the curriculum offer was not currently fit-for-purpose if Kickstart was at full capacity and not able to meet the needs of the most academic students</li> <li>- Up to this point, referrals had been kept to a minimum by TWC/LCT this year</li> </ul> <p>The Board acknowledged responsibility for Kickstart remained with the TCAT MAT until the point of transfer. The college was currently developing contingency arrangements to increase capacity, including the potential installation of temporary accommodation on the site – this was being led by P.Stone.</p>	
	<p><u>Future meetings</u> F&amp;AC – 29/06/21 KS Board – 13/07/21</p> <p>The Chair thanked everyone for their attendance and contribution at the meeting. She thanked T.Cash and the team for their continued hard work and commitment.</p>	

**The meeting ended at 5:48pm**