

Kickstart Academy Governing Body (Kickstart Board)

Thursday 28 April 2022

5:30pm, Microsoft Teams



Governors/trustees attending:

Rosie Beswick, Co-opted trustee (Chair)

Gail Bleasby, Sponsor-appointed trustee (Vice Chair)

Emma Chetwood, Parent trustee

Andy Cooke, Member-appointed trustee

Georgia Coultas, Academy/staff trustee

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

Emma Rennie-Gibbons, Academy/staff trustee (Headteacher)

Officers/guests in attendance:

Laura Arscott, Chief Finance Officer

Emma Caesar, Finance Manager – Telford College (Observer)

Stephanie Morley, Clerk to the Kickstart Academy/TCAT MAT

Paul Roberts, Executive Principal – Learning Community Trust (LCT) [From Item 5]

NO	ITEM	ACTION
1	Welcome and acceptance of apologies The Chair welcomed everyone to the meeting, in particular E.Rennie-Gibbons to her first meeting as Headteacher and E.Caesar who was attending as an observer. Apologies were received and accepted from R.Brown, G.Guest and G.Shirley.	Clerk
2	Procedural matters	Clerk
2.1	<u>Declarations of interest for this meeting</u> E.Chetwood – GCSE examinations (as a parent of a Y11 student) There were no further declarations of interest for the meeting.	
2.2	<u>Changes to the Register of interests</u> There were no reported changes to the Register of Interests.	
2.3	<u>Confidential items</u> There were no items to be discussed under Confidential session and it was noted the Ofsted report would be published prior to the minutes of this meeting being approved and added to the website.	
2.4	<u>Any other urgent business items (notification of any items)</u> There were no items identified for discussion under AOB.	
2.5	<u>Chair/Vice Chair's actions since previous meeting</u> The Chair reported she had approved the following policies using the Chair's action since the last meeting, highlighting only changes had been made to update names/job titles: <ul style="list-style-type: none">- Allegations Against Staff Policy- Behaviour Policy- Careers Education Information, Advice & Guidance Policy- Complaints Policy- Provider Access Policy- SEND Policy- Whistleblowing Policy	

	The Vice Chair confirmed she had taken no action since the previous meeting.	
3	Minutes and matters arising	
3.1	<u>Minutes from previous meetings held 14 December 2021</u> The Board approved the minutes from the meeting held 14 December 2021 as a true record.	Clerk
3.2	<u>Matters arising</u> The Clerk presented the Matters Arising report and the following updates were provided: <ul style="list-style-type: none"> - The version of the PPG report on the website had not been updated as per the action, which would now be allocated to the Clerk for completion - A meeting had not been specifically called to discuss school refusal; however, regular meetings with the EWO continue - Further to the suggestion about collection points rather than home collections, E.Rennie-Gibbons acknowledged the concern raised and reported this would be addressed through the parental consent process and arrangements made as required 	Clerk
5	Report from the Finance & Audit Committee (F&AC) The following update from the F&AC meeting held prior to the Board meeting was provided:	
5.1	<u>Management accounts to 31 March 2022</u> L.Arcscott presented the management accounts for the period ending 31 March 2022 and highlighted the following: <ul style="list-style-type: none"> - Income was £38.7k favourable to budget, mainly due to AWPU (based on referrals) and Additional funding (teacher pay and pensions) - Pay costs were £28k favourable to budget due to in-year savings caused by replacements not immediately being appointed - There was a mix of small under and overspends under the non-pay budget lines, resulting in non-pay costs overall being £9.2k over budget - An overall position for 31/03/22 was £57.5k favourable to budget and the forecast year-end surplus had been updated to £37k to reflect this - There were no changes to report in the balance sheet - Cash flow was forecast as stable throughout the year <p>L.Arcscott provided an update on the creditor queries raised by the F&AC:</p> <ul style="list-style-type: none"> - The invoice from The Key related to training and not the membership subscription and had since been paid - The invoice from TWC related to the provision of internal audit services <p>L.Arcscott confirmed the Schools Resource Management Self-Assessment Tool (SRMSAT), which had been agreed by the Board via email and signed off by the Chair, had been submitted by the prescribed deadline.</p> <p>T.Fathers informed the Board the more healthy financial position and year-on-year surpluses had prompted a committee discussion about the potential use of reserves to drive the required improvement, alongside the need to retain reserves for urgent/unexpected circumstances. He advised the government had announced its intention for trusts carrying reserves of 20%+ of annual income to come under additional</p>	

<p>5.2</p>	<p>scrutiny and the committee had noted reserves could be at that level if no action was taken this year. He asked the Board to consider approving the use of some of the trust’s reserves to invest in school improvement, informed by work undertaken by the Headteacher and CFO.</p> <p>The Board acknowledged the need to make the investment, as well as retain a sensible level of reserves, and asked L.Arcscott what level of reserves she would recommend being retained. L.Arcscott advised she considered a reserves level of 12% (approx. national average) as too low, as it would only cover two months’ costs, and recommended a level closer to 15%.</p> <p>The Board asked for clarification of what the reserves could be used for. L.Arcscott advised any use of reserves would need to be carefully planned and therefore should be capital, not revenue, expenditure. She confirmed temporary staff roles for a specific purpose, with no long-term liability, would be suitable.</p> <p>L.Arcscott informed the Board she would want to continue budgeting for an 10% in-year surplus to provide contingency and that she needed to know the levels of funding from TWC that could be relied in order to produce a reliable and realistic budget for 2022/23.</p> <p>A.Cooke advised the government funding received per place was guaranteed and the top-up funding from TWC would not be removed. He acknowledged Kickstart needed confirmation of the additional £50k from TWC being provided again in 2022/23 and it was agreed a meeting would be held to discuss this.</p> <p>The Board asked if it was possible to set a deficit budget. L.Arcscott advised this would not be recommended – the ESFA must be notified in advance of a deficit budget being set and that due to the small size of the Kickstart budget, there was very little flexibility to deal with any in-year unexpected expenditure.</p> <p>The Board recommended, as had been done previously, the drafting of two budgets for discussion – one as a balanced budget and the other with a 10% year-end surplus – and noted the importance of confirming the funding coming into the academy to be able to carry out this work.</p> <p>The Board APPROVED work being undertaken to look at the potential use of reserves to support school improvement and the timescales for this work, and the annual budget approval, were confirmed as follows:</p> <ul style="list-style-type: none"> - Proposals for use of reserves: this would need to be urgently addressed and may require an additional Board meeting to consider the proposals - Budget setting/approval: the draft budget(s) would be presented for consideration at the Board meeting on 12/07/22 <p>T.Fathers provided the following updates on the remaining F&AC discussions:</p> <p><u>Risk management</u></p> <ul style="list-style-type: none"> - The F&AC had considered the updated risk registers, which would be fully reviewed before the next round of meetings - Two risks levels had increased since the previous report: <ul style="list-style-type: none"> o The need for closure due to staff absence (which had been required during the Spring term); and 	<p>AC/LA/ ERG/PR</p> <p>LA/ ERG</p> <p>Chair/ Clerk</p>
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<p>5.3</p> <p>5.4</p> <p>5.5</p> <p>5.6</p>	<ul style="list-style-type: none"> ○ Low staff morale (due to the staff absences and Ofsted outcome) <p><u>Audit programme</u></p> <ul style="list-style-type: none"> - Both internal and external audit activity was currently underway, the reports from which would be presented at the next F&AC meeting <p><u>Audit tracking</u></p> <ul style="list-style-type: none"> - There was one outstanding audit recommendation/action for implementation – the development of the trust’s own equality objectives, which was on this meeting’s agenda for discussion/approval <p><u>Policy review</u></p> <ul style="list-style-type: none"> - The Gifts & Hospitality Policy had been reviewed and was recommended for approval by the Board <p><u>Standing updates/confirmations</u></p> <ul style="list-style-type: none"> - There were no reported incidents of fraud since the last meeting - There were no reported data breaches or FOI requests since the last meeting <p>There were no further questions and the Board thanked T.Fathers for his report.</p>	
<p>4</p>	<p>Trust transfer update</p> <p>P.Roberts explained there was little progress to report at this stage, as funding approval from government was still awaited, and emphasised the LCT’s commitment to supporting Kickstart and the academy joining the trust. He informed the Board of the urgent need to address the accommodation to provide a better curriculum and consider a Plan B option in the event of the funding not being approved.</p> <p>P.Roberts informed the Board these matters were being discussed with leaders at the college/LCT and all acknowledged the importance and urgency of finding better accommodation, even if temporary.</p>	
<p>6</p> <p>6.1</p> <p>6.2</p>	<p>Headteacher’s presentation</p> <p>E.Rennie-Gibbons delivered her presentation and highlighted the following:</p> <p><u>Ofsted inspection</u></p> <ul style="list-style-type: none"> - The draft report had been received and some minor changes had been requested - The report (and its judgements) remained confidential until its publication - An overall judgement (provisional at present) of Requires Improvement had been given and the individual judgements for the key themes were as follows: <p><u>Quality of education – Requires improvement</u></p> <ul style="list-style-type: none"> - Ofsted: “Academic expectations are high. Pupils study a range of subjects and can achieve several qualifications” - Ofsted: “The curriculum remains a work in progress. It is constrained by the school building. Some aspects of the curriculum and how it is taught are less effective than they need to be” - Work was taking place with the LCT to further develop the subject specific training programme for staff and support students in subjects not delivered within school, namely BTEC PE and IT 	

<p>6.3</p>	<ul style="list-style-type: none"> - Training delivered by the Headteacher since starting in Spring 2 included deep dives, the 3Is, Quality First teaching, feedback and ACES - Greater expertise, including more staff with QTS, subject specificity and TA capacity, was needed to create a multi-disciplinary team - The curriculum offer and pathways for students need development but were restricted by the limitations of the building <p><u>Personal development/student outcomes – Requires improvement</u></p> <ul style="list-style-type: none"> - Ofsted: “The quality of the school’s work to promote pupils’ personal development is mixed. It was several strengths...They are well-prepared for life after school. Pupils are taught well about the rule law. Their moral development is promoted strongly” - Ofsted: “Most students are proficient readers and staff encourage students to read” - Careers and positive destinations were strengths, with the achievement of the Gatsby benchmarks positive and increasing - Links were being developed in retail and educational settings to offer student work experience placements, with the aim of all students having a placement in September 2022 for one morning/afternoon per week - RSHE had also been noted as a strength by Ofsted, with some further development required and consideration to be given to timetabling - Student outcomes were expected to show a decline following two years of teacher-assessed grades 	
<p>6.4</p>	<p><u>Behaviour and attitudes – Good</u></p> <ul style="list-style-type: none"> - Ofsted: “Respectful relationships are evident throughout the school. Staff treat pupils with respect and pupils respond by showing respect to adults and each other. Staff provide excellent pastoral care. They form a highly committed and hard-working team. Pupils trust staff to support them, especially when they are experiencing difficulties” - Ofsted: “The school encourages all pupils to attend regularly and many do. Staff work hard to support the minority of pupils and families of pupils who do not attend regularly enough” - Ofsted: “Most pupils enjoy school. Their attitudes to learning improve over time” - Students were recognised by Ofsted as polite young people and a credit to the school - A significant amount of emphasis over the Spring 2 half-term had been placed on changing the culture of behaviour, putting more structure in place, challenging negative behaviour and setting clear expectations - Training for some staff was required to increase confidence in dealing with challenging behaviour - Agreement currently in place with the FAP for permanent placements or PEX admissions only to be admitted at Kickstart, with no turnaround placements currently being provided - 27 fixed-term exclusions were issued during the Spring 2 term following the increased focus on challenging negative behaviour - Students were now quicker to re-engage with learning and self-regulate - Whole-school attendance (to 07/04/22) was 54.7%, compared to the national average of 51%, with some differences seen across different student groups: <ul style="list-style-type: none"> o Gender (Girls 59.36% and Boys 54.72%) o Pupil Premium (PPG 53.73% and Non-PPG 66.79%) 	

	<ul style="list-style-type: none"> ○ Free School Meals (FSM 52.14% and Non-FSM 65.89%) ○ SEN support (57.09%) - Barriers to attendance included the location of the school, ‘ghost’ students who impacted on whole-school attendance, the limited curriculum offer (academic/vocational split) and social deprivation/disadvantage - Work to increased attendance include the provision of breakfast, distribution of bus passes, improved parental engagement, safe and well visits, continued close working with the Family Liaison Officer (FLO) and Educational Welfare Officer (EWO) from LCT and the aspirational attendance target of 80% <p>The Board acknowledged the action being taken to increase attendance, in particular the distribution of bus passes, and as a parent E.Chetwood asked whether students could be provided with the passes before the first day of term. E.Rennie-Gibbons explained there had been instances of students using the bus passes for travel during school holidays where they had been issued in advance, which was not financially sustainable for Kickstart. It was therefore important that bus passes were not used outside term time, balanced with the need for students to use them on the first day of term. She advised discussions were underway to develop a suitable solution that addressed both these requirements.</p>	
6.5	<p><u>Leadership and management – Good</u></p> <ul style="list-style-type: none"> - Ofsted: “The arrangements for safeguarding are effective. There is a strong culture of support and care throughout the school” - The Single Central Record had been checked and confirmed as compliant by Ofsted - DSL training: P.Ford’s training was up to date and training for E.Rennie-Gibbons and J.Kimm was scheduled for July 2022 (only one staff member with current DSL training was in place at Kickstart) - No referrals had been made to the LADO since the last meeting - Access to CPOMS had been temporarily removed earlier that week during a system update – this had now been resolved <p>The Board expressed concern regarding only one staff member currently having up-to-date DSL training and asked how the situation had arisen. E.Rennie-Gibbons explained the most recent training date had been cancelled by the local authority, meaning the next available was session was not until July, and as the LCT’s preference was for their schools to undertake DSL training with TWC, another training provider was not possible. She also advised the expiry of J.Kimm’s training was not communicated by the college until just prior to the expiration date, which meant she could not now attend the training until July. E.Rennie-Gibbons advised Kickstart was able to access DSL-trained colleagues at both the LCT and college and reported that P.Ford was either onsite or in close proximity to the setting if DSL presence was required. She advised responsibility for monitoring DSL training would now be carried out by Kickstart.</p>	
6.6	<p><u>Resources</u></p> <ul style="list-style-type: none"> - The current staffing model was fragile (14 staff in total, with two TAs vacancies) – two staff absences on the same day had a significant impact on curriculum delivery and four or more staff absences was deemed unsafe - As a result, a partial school closure had been required on 31/03/22 and a full closure on 01/04/22, caused by staff absence due to illness - A minibus driver was required urgently as all designated drivers held pivotal roles in school - Differences in employment contracts had been identified and were being unpicked 	

<p>6.7</p>	<ul style="list-style-type: none"> - Supporting staff in their development, particularly teaching qualifications, was a priority but would have financial and staffing implications - The building and its limitations significantly impacted on curriculum delivery - Ofsted identified the vocational element of the curriculum was not well received by all students; however, the limited space at Tan Bank restricted how this could be addressed - Space for intervention and revision was extremely limited and exams were being sat at Telford College as Tan Bank was unable to accommodate the requirements - Fire risk assessments were being updated to reflect the changes made to the building. The designated fire exit for the art classroom on the first floor was not accessible (too high) and needed to be reviewed - Site improvements recently made include additional fencing to secure the mini-power station; the installation of a door to support behaviour management; the removal of external toilet doors to reduce fire risk and truancy; and the additional security locks installed on staff toilet doors - The following concerns had also been identified: <ul style="list-style-type: none"> o The art room being not fit for purpose (no sink) o The storage cupboard being used as the pastoral office/counselling room o Rooms lack ventilation and reaching uncomfortable temperatures in warm weather o The uneven and unsuitable playground surface o CCTV not yet being installed <p>The Board requested the situation regarding different employee contracts being in place be looked at as this had been previously discussed by governors. The Clerk agreed to review the minutes of past meetings.</p> <p><u>Good news highlights</u></p> <ul style="list-style-type: none"> - Inclusion in the DfE’s Behaviour Hub programme, which would provide training resources for staff - The first Kickstart Prom taking place on Monday 09 May 2022 at HLC - Positive working relationships continued with the LCT, FAP, SEND team, and the Inclusion team - Students were engaged in the Volunteer Yourself project and use of House 1’s garden at AFC Telford had been offered - Parental engagement continued to improve, through regular meetings and phone calls and the proportion of communication stemming from positive news was increasing <p>The Board encouraged G.Coultas, as the staff governor, to provide her thoughts and feedback on the Headteacher’s presentation. G.Coultas agreed there had been moments of low staff morale; however, the team was proud of what they had achieved with the resources available. She suggested a staff forum would be helpful in enabling staff engagement and developing ideas for improvement. She informed the Board the building’s limitations meant there was no available space for the staff away from the students. E.Rennie-Gibbons advised she would work with G.Coultas and the team to do what they could with the resources available. She reported she held daily briefings with the team and operated an open-door policy for all staff members.</p> <p>The Board asked if the impact of the economic climate and the rising cost of living had been seen at Kickstart. E.Rennie-Gibbons explained all students arrived with complex</p>	<p>Clerk</p>
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	<p>issues/SEMH needs and the impact of the current economic situation was definitely apparent, from both a finance and mental health perspective. Breakfast was being provided by Kickstart due to increasing reports of not being able to eat at home and many students were reporting being hungry throughout the day. Pupil Premium funding was being used to fund breakfast, snacks and drinks for students. Daily communication took place with parents, with support provided/signposted wherever possible, and to ensure students were able to travel, the FLO delivered bus passes to students' homes. G.Coultas confirmed she had also observed a significant increase in the number of students with mental health concerns, which was impacting negatively on grades. E.Rennie-Gibbons advised the Board of the wellbeing day being planned for 23/06/22, including art therapy, a social walk and discussion about what makes a good friend. The activities would be mirrored across both the morning and afternoon timetable to ensure all students would benefit.</p> <p>There were no further questions and the Board thanked the Headteacher for her comprehensive and honest report. The Board also thanked the Headteacher and the staff team for their hard work both on an everyday basis and during the Ofsted inspection – creativity and innovation was a clear strength and all should be proud of what had been achieved.</p> <p>The Clerk advised a copy of the presentation would be uploaded to GovernorHub the following day.</p>	<p>Clerk</p>
<p>7</p> <p>7.1</p> <p>7.2</p>	<p>Policies</p> <p><u>Equality objectives</u></p> <p>The Clerk reminded the Board of the need for the trust to develop its own equality objectives, which had been highlighted during the internal audit in the Autumn term, and referred trustees to the proposed objectives within the report. She explained the proposed objectives reflected Kickstart's vision, in particular reengaging with learning and improving outcomes at the end of Y11 and beyond, and therefore ensuring equality of access to learning and life opportunities would be a logical focus.</p> <p>The Board APPROVED the following equality objectives, subject to the inclusion of an introduction setting out how the academy supported the additional needs of all students:</p> <p>Kickstart's equality objectives 2022</p> <ul style="list-style-type: none"> - By the end of the school year, the average reading age for both the Y10 and Y11 cohorts will increase from the baseline assessment - Exclusion rates will decrease year-on-year to meet the long-term vision of a zero exclusion rate - Attendance rates will increase year-on-year to meet the whole-school aspirational target of 80% - By the end of Y11, hours in school will increase for every student when compared to the hours spent in school at their previous setting - Year-on-year, achievement will improve and any gaps between the school average and specific student groups will be narrowed - By the end of the school year, 95% of Y11 students will have positive post-Kickstart destinations, which will increase to 100% the following year <p><u>Gifts & Hospitality Policy</u></p>	<p>Clerk</p>

<p>7.3</p>	<p>The Clerk informed the Board the policy had undergone its scheduled review and a small number of minor changes were proposed, the main being bringing the value limit for a gift from parents/carers in line with those from other third parties (from £10 to £20). The Chair of the F&AC advised the Committee recommended its approval by the Board and confirmed the Committee had reviewed the policy at its meeting earlier that day.</p> <p>The Board APPROVED the reviewed Gifts & Hospitality Policy.</p> <p><u>Updated policies</u> As reported under Item 2, the Clerk advised the Chair had approved a number of policies since the last meeting using the Chair’s Action (changes to names/job titles only).</p>	
<p>8</p> <p>8.1</p> <p>8.2</p> <p>8.3</p> <p>8.4</p> <p>8.5</p>	<p>Governance matters</p> <p><u>GovernorHub</u> The Clerk requested the two governors still to sign up with GovernorHub register at the earliest opportunity.</p> <p><u>Link governor activity</u> Governors were reminded to complete their link activity visits/discussions and upload the report of their activity to the folder on GovernorHub.</p> <p><u>CPD activity</u> T.Fathers reported he had recently updated his accountancy qualification and he remained suitably finance qualified, as per the requirement for the Chair of the finance/audit committee.</p> <p><u>CFO appointment</u> The Clerk informed the Board of L.Arscott’s departure from the college in May 2022 and advised discussions were underway to look at options/develop a proposal for the appointment to the CFO role, which would be presented to the Kickstart Board at its meeting in July 2022.</p> <p><u>Government publications</u> The Clerk referred the Board to the recently published School’s White Paper and SEND Green Paper and the summaries from The Key provided within the meeting pack for information.</p>	<p>GC/TF</p>
<p>9</p>	<p>Any other business</p> <p>The Board asked what support they could provide in the search for temporary/contingency accommodation for Kickstart. P.Roberts advised discussions were underway between senior leaders from the college, LCT and TWC and he would inform the Chair in the first instance of any support the Board could provide.</p> <p>There was no further formal business for discussion.</p> <p>The Chair noted this would be L.Arscott’s last meeting and took the opportunity to thank her for her significant contribution to the financial improvement seen at Kickstart since her appointment as CFO and wished her well for her new role.</p>	

Kickstart Academy Governing Body (Kickstart Board)

Thursday 28 April 2022

5:30pm, Microsoft Teams



<u>Future meetings</u>	
Finance & Audit Committee, 4:00-5:00pm	Kickstart Board 5:30-7:30pm
Tuesday 12 July 2022	Tuesday 12 July 2022

The meeting ended at 7:40pm.

Link areas 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
3.2	Amend PPG report re blank page and publish on website	Clerk
5(i)	Meet to discuss funding from TWC for 2022/23	LA/AC/ERG/PR
5(ii)	Set two draft budgets – one balanced and one with a 10% in-year surplus	LA/ERG
5(iii)	Arrange additional Board meeting to discuss/approve use of reserves if required	Chair/Clerk
6.6(i)	Check past minutes re the harmonisation of staff contracts	Clerk
6.7(ii)	Upload Headteacher's presentation to GovernorHub	Clerk
7	Add an introductory paragraph to the Equality Objectives and upload to the web	Clerk
8.1	Register to use GovernorHub	GC/TF