

Kickstart Academy Governing Body (Kickstart Board)

Tuesday 12 July 2022

5:30pm, Tan Bank and Microsoft Teams



Governors/trustees attending:

Rosie Beswick, Co-opted trustee (Chair) - Virtual

Gail Bleasby, Sponsor-appointed trustee (Vice Chair)

Rachael Brown, Member-appointed trustee - Virtual

Emma Chetwood, Parent trustee - Virtual

Andy Cooke, Member-appointed trustee - Virtual

Georgia Coultas, Academy/staff trustee

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

Graham Guest, CEO/Accounting Officer

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

Officers/guests in attendance:

Emma Caesar, Chief Finance Officer – Virtual (Items 1-6)

Andrew Harrison, Interim Vice Principal: Finance & Resources – Telford College – Virtual (Items 1-6)

Stephanie Morley, Clerk to the Kickstart Academy/TCAT MAT - Virtual

NO	ITEM	ACTION
1	Welcome and acceptance of apologies The Chair welcomed all attendees and opened the meeting. Apologies were received and accepted from G.Shirley and P.Roberts.	Clerk
2	Procedural matters	
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.	Clerk
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.	
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>Appointment of Chief Financial Officer (CFO)</u> The Clerk advised the trust was required to appoint a CFO and that Telford College had proposed its Head of Finance (E.Caesar) act in this capacity, as per the previous agreement. The Board APPROVED the appointment of E.Caesar as the Chief Financial Officer.	
2.6	<u>Chairing arrangements from September 2022 onwards</u> The Clerk informed the Board this would be R.Beswick's last meeting as Chair. She advised work to identify her replacement was underway and, with the support of the LCT, it was hoped a suitable candidate could be presented to the Board for consideration at its meeting in October.	

	The Board took this opportunity to show its gratitude to R.Beswick and thank her for all she had done for Kickstart during her time as Chair.	
3	Minutes and matters arising	
3.1	<u>Minutes from previous meetings held 28 April 2022</u> The Board approved the minutes from the meeting held 28 April 2022 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"> - For the two remaining Amber-rated actions, these would be addressed during the budget item on the agenda 	
4	Trust transfer update G.Guest informed the Board Baroness Barran (Minister for the School System) had visited Kickstart and the LCT in June 2022 to discuss the capital bid. The visit had resulted in an agreement for a revised proposal to be submitted, reducing the total bid amount and outlining how each of the key stakeholders would contribute. He reported the revised proposal had been submitted and presented to the Minister; however, the current challenges facing the government (minister resignations and leadership challenge) cast uncertainty on when a response would be received, although Baroness Barran had retained her ministerial role/portfolio. G.Guest informed the Board that alternative temporary accommodation was being discussed with TWC and it was hoped an update could be provided to governors later that week.	
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 May 2022</u> E.Caesar presented the management accounts for the period ending 31 May 2022 and highlighted the following: <ul style="list-style-type: none"> - Income was £40.5k favourable to budget - Pay costs were £22.1k favourable to budget - Non-pay costs were £21.7k adverse to budget - The overall position for 31/05/22 was £41k favourable to budget and the forecast year-end surplus had been updated to £14.5k to reflect anticipated expenditure - There were no changes to report in the balance sheet - Cash flow was forecast as stable throughout the year - There were no concerns arising from the creditor reports 	
5.2	<u>Budget 2022/23</u> T.Fathers reported the proposed budget for 2022/23 and provisional budgets for the following two years had been reviewed in detail by the F&AC. He advised additional funding of £28k and £51k from the local authority, with the latter ring-fenced to cover additional staffing costs, had been reflected in the budget presented for approval.	

<p>5.3</p>	<p>T.Fathers advised the F&AC recommended the revision of the budget to reduce the surplus to around this year’s level (approx. £14k) and allocate the difference to non-pay budget lines. The Board agreed to consider this as part of the budget item on the agenda.</p> <p><u>Reserves discussion</u></p> <p>T.Fathers reported the discussion had continued further to the agreement at the last meeting for the use of reserves to be considered. He advised the current reserve levels were approx. 29% of annual income, which if maintained would attract additional scrutiny from the ESFA/NAO. He explained the F&AC supported the previous agreement for reserve levels to be around 15%, which was slightly above national average and below scrutiny levels. He reported the F&AC therefore recommended the development of proposals for the use of up to £112k from reserves to be spent on resources and equipment to support the delivery of the curriculum. This would leave approx. £120k in reserve, which equated to 15% of annual income.</p> <p>The Board APPROVED the development of proposals for the use of a maximum of £112k from reserves, which would be presented to the Board for formal approval at its next meeting.</p>	<p>CFO/ HT</p>
<p>5.4</p>	<p><u>Risk management</u></p> <p>T.Fathers informed the Board, after undertaking a full review, the Clerk had presented a proposed revised list of risks that would form the basis of the Kickstart risk register for the new academic year. He advised the F&AC had endorsed the list of risks and supported the more streamlined approach.</p>	
<p>5.5</p>	<p><u>Audit update (internal and external)</u></p> <p>T.Fathers informed the Board the F&AC had considered the following reports:</p> <p>Internal audit Year 2 report (June 2022):</p> <ul style="list-style-type: none"> - an overall audit opinion of ‘Reasonable’ had been issued - the report contained four medium-level recommendations, which were discussed in detail by the F&AC - the F&AC had disagreed with the medium-level scoring of the risks and in some cases felt they were technical points, rather than risks - the F&AC acknowledged the risks had been identified within the report, with associated recommendations, and agreed (where appropriate) the risk register would be updated to reflect the internal audit findings <p>Interim (external) audit report (April 2022):</p> <ul style="list-style-type: none"> - no concerns had been raised and an overall compliance/regularity rating of ‘Green’ had been issued - action to address the low-level recommendations regarding use of petty cash/credit card were being implemented 	
<p>5.6</p>	<p><u>Policy review</u></p> <p>T.Fathers reported all policies reviewed by the F&AC were recommended for approval by the Board.</p>	
<p>5.7</p>	<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 	

	There were no questions and the Board thanked T.Fathers for his report.																			
6	<p>Budget 2022/23</p> <p>E.Caesar presented the proposed budget for 2022/23 and provisional budgets for the following two years and highlighted the following:</p> <ul style="list-style-type: none"> - An end-of-year position was a surplus of £36.7k (or £14k as per the F&AC’s recommendation) - The additional funding from TWC, as mentioned previously, had been reflected - Cash flow was forecast to be stable throughout the year <p>She reminded the Board of the F&AC’s recommendation regarding the reduction and reallocation of surplus across the non-pay budget lines and therefore requested the approval of the budget, subject to the adjustments recommended by the F&AC.</p> <p>The Board APPROVED the proposed budget for 2022/23, subject to the reduction of the surplus to £14k and the re-allocation of the difference across non-pay budget lines.</p> <p>The Board requested the revised budget be circulated to governors prior to its submission to the ESFA by the 26/07/22 deadline and noted the need to reflect the latest pay award proposal from Telford College.</p>	<p>CFO/ HT</p> <p>CFO/ Clerk</p>																		
7	<p>Policies</p> <p>7.1 <u>Policies under scheduled review</u></p> <p>The Clerk introduced the item, explaining a number of policy documents had undergone regular review and were presented for consideration. She highlighted the proposed amendments to each of the policies as follows and advised those presented to the F&AC for review (designated by *) were all recommended for approval by the committee:</p> <table border="1" data-bbox="252 1328 1291 2018"> <thead> <tr> <th>Policy document</th> <th>Proposed amendments</th> </tr> </thead> <tbody> <tr> <td>Accounting Policies*</td> <td>No changes proposed</td> </tr> <tr> <td>ECT Policy</td> <td>Previously the NQT Policy, new policy proposed</td> </tr> <tr> <td>F&AC Terms of Reference*</td> <td>Minor changes proposed, largely formatting related</td> </tr> <tr> <td>Financial Scheme of Delegation*</td> <td>Inclusion of severance proposed, in line with college and ESFA financial regulations</td> </tr> <tr> <td>General Scheme of Delegation*</td> <td>Change of responsibility re convening panel to consider exclusions and approving staffing structure changes (as per standard sector practice)</td> </tr> <tr> <td>Health & Safety Policy Statement*</td> <td>Provided by the college – no changes proposed</td> </tr> <tr> <td>Risk Policy*</td> <td>Minor changes proposed</td> </tr> <tr> <td>Staff Wellbeing Policy</td> <td>New policy proposed, supplemented by the DfE Education Staff Wellbeing Charter</td> </tr> </tbody> </table>	Policy document	Proposed amendments	Accounting Policies*	No changes proposed	ECT Policy	Previously the NQT Policy, new policy proposed	F&AC Terms of Reference*	Minor changes proposed, largely formatting related	Financial Scheme of Delegation*	Inclusion of severance proposed, in line with college and ESFA financial regulations	General Scheme of Delegation*	Change of responsibility re convening panel to consider exclusions and approving staffing structure changes (as per standard sector practice)	Health & Safety Policy Statement*	Provided by the college – no changes proposed	Risk Policy*	Minor changes proposed	Staff Wellbeing Policy	New policy proposed, supplemented by the DfE Education Staff Wellbeing Charter	
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<p>7.2</p>	<table border="1" data-bbox="252 255 1289 362"> <tr> <td data-bbox="252 255 544 362">Whistleblowing Policy*</td> <td data-bbox="544 255 1289 362">Some additions proposed and a suggestion for contact details to be a separate document to ensure the policy was not dated by personnel changes</td> </tr> </table> <p>The Board APPROVED all policies listed above.</p> <p><u>Request for delegated authority</u> E.Rennie-Gibbons informed the Board of Kickstart’s involvement in the national Behaviour Hub programme, which would include a revision of the academy’s behaviour policy. She advised this would also require a revision of the Exclusion Policy and requested approval of the policy be delegated to her, as Headteacher, to ensure it could be shared with staff at the beginning of the academic year alongside the new behaviour policy.</p> <p>The Board APPROVED the delegation of approval for the Exclusions Policy for the reasons outlined above.</p>	Whistleblowing Policy*	Some additions proposed and a suggestion for contact details to be a separate document to ensure the policy was not dated by personnel changes	<p>HT</p>
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<p>8</p> <p>8.1</p> <p>8.2</p>	<p>Headteacher’s update/presentation E.Rennie-Gibbons delivered her presentation and highlighted the following:</p> <p><u>Staff matters</u></p> <ul style="list-style-type: none"> - The team currently comprised fourteen staff members, plus one cover teacher - Staffing was being reviewed for 2022/23, including roles, responsibilities, job descriptions and processes for requesting cover staff through the college - Staff absence and the time taken to secure cover had significantly impacted on staff during the summer term - Following Ofsted’s recommendation regarding subject-specific training for staff, there was a significant focus on ensuring all staff had professional capital and opportunities to develop. As a result, since the inspection, 21 courses had been booked or already attended by staff - Whole-school training had also taken place, including supporting students with ADHD and ODD, cyber-security and curriculum development meetings with the LCT <p>The Board asked what had caused the delay to securing staff cover. E.Rennie-Gibbons explained the college process was currently followed, where requests were considered by a panel, and did not allow for cover to be immediately approved or consider split duties. G.Guest reported this had now been resolved.</p> <p><u>Wellbeing</u></p> <ul style="list-style-type: none"> - The Student Wellbeing Day took place on 23/06/22, involving a communal breakfast, art therapy, school counsellor sessions and a walk up The Wrekin - The Staff Wellbeing Policy had been refreshed and Kickstart had signed up to the DfE’s Education Staff Wellbeing Charter, which would both be supported by a Staff Wellbeing Action Plan - A Staff Wellbeing Event/end of year celebration was planned for the end of term - The mental health lead was J.Kimm - A Parental Engagement Strategy, with a focus on wellbeing, had been developed and would be supported by an action plan <p>The Board asked what training the mental health lead would receive. E.Rennie-Gibbons advised J.Kimm was in the final weeks of her Level 5 qualification and training/support would continue through the LCT’s DSL/MHL network.</p>			

<p>8.3</p>	<p>R.Brown recommended training for mental health first aid (five weekly twilight sessions) and agreed to forward the details onto E.Rennie-Gibbons.</p> <p><u>Behaviour and attitudes</u></p> <ul style="list-style-type: none"> - Kickstart was working with the LCT as part of its involvement in the DfE’s Behaviour Hub programme, which although time-intensive would have a positive impact on behaviour culture - A more structured approach was now in place, setting clear expectations and challenging negative behaviour - Restorative practice was more frequent, with students being more reflective and apologising for unacceptable behaviour - Staff members who were not as confident in addressing challenging behaviour would be supported and provided with training - The number of fixed-term exclusions had reduced from 27 (45 days, three students) in March/April 2022 to 17 (21.5 days, five students) in May/June 2022 - TAs had prepared pastoral resources for September 2022, including friendships, managing emotions, CSE and gangs, and the new TA position would support intervention and preventative work - The Behaviour Policy and rewards programme were being reviewed and would be shared with staff at the beginning of term <p>The Board asked how rewards were provided to students – weekly or more long-term. E.Rennie-Gibbons advised a longer-term system of achieving a voucher once a determined number of stamps from the Headteacher had been received was under review as it was felt more instant rewards (for example trips) would be more appropriate and have greater impact.</p> <p>The Board asked what physical restraint training was used by Kickstart. E.Rennie-Gibbons advised historically MAPA training had been delivered to staff. This was also used by the LCT and she had asked for Kickstart to be included in their training this year. She informed the Board the use of physical restraint had not been required over the last four months.</p>	<p>RBr</p>
<p>8.4</p>	<p><u>Attendance and admissions</u></p> <ul style="list-style-type: none"> - Comparison data for attendance across the LCT and pre-Kickstart had been requested in order to demonstrate progress and value-added - Although overall attendance had improved for the Summer 2 half-term over the last three years and attendance remained above the daily ‘snapshot’ figure, persistent absence remained high. Causes were thought to be the continued impact of COVID and Kickstart’s location (travel was a barrier for those students not living in the immediate area) - A triage system to attendance was currently in place (staff > FLO > EWO) and more EWO support will be available to Kickstart once part of the LCT - 18 students were on roll in Y10, with three being presented back to the FAP later that week - An estimated 24 students would be starting at Kickstart in September 2022 - this was likely to increase - An attendance action plan was being developed for the start of the new year <p>The Board acknowledged the importance of value-added measures and asked what progress had been made in obtaining this information. E.Rennie-Gibbons explained full</p>	

	<p>information packs (covering attendance, SEND and KS2 scores) were often not received for incoming students and advised she had informed the FAP/schools that welcome meetings with the student and parents/carers would not take place until this information had been received. This decision had been taken as staff were unable to appropriately plan and risk assess if the information had not been received from schools.</p> <p>A.Cooke advised this information was required as part of the paperwork for the FAP, as well as a dual meeting for the student and their parent/carer(s) with Kickstart and their current school, but acknowledged these were not always adhered to. He agreed to refer this matter to the FAP and meet with E.Rennie-Gibbs prior to each FAP meeting to discuss key issues/challenges. R.Brown discussed the systems and processes she had put in place with the local authority in Wolverhampton to address these challenges and she agreed to share this with A.Cooke.</p> <p>8.5 <u>Quality of education</u></p> <ul style="list-style-type: none"> - Lesson observations undertaken during the first two weeks of July and had identified variability across the teaching staff - Teachers had moved classrooms, changes had been made to teaching groups to aid the quality of delivery and each classroom/subject would have a dedicated TA - Meetings had taken place with the LCT's leads for English and Maths to review intent/implementation/impact and subject schemes of work - The timetable for 2022/23 had been finalised <p>8.6 <u>Y11 exams and destinations</u></p> <ul style="list-style-type: none"> - GCSE results day was 25/08/22 and Future Focus would be onsite to provide support to students about next steps - Exam attendance had been high and a significant improvement compared to attendance for mock exams - Students had secured a range of positive destinations, including further education, training and employment - For those students where this information was not yet known, work was underway to maintain contact and secure a positive destination <p>The Board asked if no students achieving higher than a 3 grade for Maths was correct. E.Rennie-Gibbons explained the projected grades were based on information received from schools and achievement during the mock exams earlier in the year. She hoped there would be 4+ grades after the intervention and revision support provided to students in preparation for the exams and confirmed students were taught at grade 5 and above.</p> <p>The Board asked if baseline assessments were carried out when a student arrived at Kickstart. E.Rennie-Gibbons confirmed they were and, following feedback from the LCT, the assessments would be reviewed to ensure they were being pitched at an appropriate level.</p> <p>8.7 <u>Personal development</u></p> <ul style="list-style-type: none"> - The first ever Kickstart Y11 prom was held in May 2022 and was a great success - Other enrichment events taking place during the Summer term included a theatre trip, a Jubilee afternoon tea and a focused Student Wellbeing Day - Six enrichment days were planned for students in 2022/23 	<p>AC</p> <p>RBr/AC</p>
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<p>8.8</p>	<ul style="list-style-type: none"> - In response to Ofsted’s feedback, RSE would be more embedded within the curriculum and from September, every student would receive one PHSE/RSE lesson every day <p><u>Safeguarding</u></p> <ul style="list-style-type: none"> - A significant proportion of students in Y10 (13/18) were in receipt of support from Family Connect and were considered to be vulnerable - Staff worked with students to ensure they were supported when in school and responded to a range of safeguarding concerns - Safeguarding training, including KCSIE updates, was planned for the Staff CPD day in September and E.Rennie-Gibbons was attending DSL training later that week - Pastoral interventions were being developed as part of Kickstart’s safeguarding culture - An EHCP application had been made for one student 	
<p>8.9</p>	<p><u>Health & safety</u></p> <ul style="list-style-type: none"> - An asbestos inspection carried out in June 2022 identified remedial work that needed to be undertaken - Pest control was monitoring the playground as a rat had been observed in that area <p>There were no further questions and the Chair thanked the Headteacher for her comprehensive and honest report. The Board acknowledged the continued improvement being made by the staff team under challenging circumstances.</p>	
<p>9</p>	<p>Governance matters</p>	
<p>9.1</p>	<p><u>Link governor activity</u> There were no reports to provide at this time.</p>	
<p>9.2</p>	<p><u>CPD activity</u> There were no updates from governors at this time.</p>	
<p>9.3</p>	<p><u>Government publications</u> The Board noted the following:</p> <ul style="list-style-type: none"> - The latest governance update (July 2022) - The annual update of the Academy Trust Handbook had not been published up to the date of the meeting - The introduction of the Schools Bill and publication of the terms of reference for the ‘Academies regulation and commissioning review’ 	
<p>9.4</p>	<p><u>Committee membership</u> The Clerk advised the membership of the Finance & Audit Committee should be reviewed on an annual basis and referred to the proposed membership as outlined in the report:</p> <ul style="list-style-type: none"> - T.Fathers (Committee Chair) - G.Bleasby (Vice Chair of the Kickstart Board) - TBC (Chair of the Kickstart Board) - Vacancy 	

<p>9.5</p>	<p>The Board APPROVED the F&AC chairing and membership arrangements for 2022/23 as outlined above and agreed to the Clerk approaching G.Shirley regarding the committee vacancy.</p> <p><u>Meeting calendar and forward plan 2022/23</u> The Clerk referred the Board to the meeting schedule within the report and advised an additional round of meetings had been added to reflect the schedule used by the LCT and the potential need for additional decision-making requirements if the funding bid was approved and the transfer process gained momentum. She advised these dates were provisional at this time, as they would need to be confirmed by the incoming chair.</p> <p>The Board AGREED to continue with holding the F&AC meetings immediately prior to the Board meetings.</p> <p>The Clerk advised the forward plan of business for 2022/23 would be drafted over summer and circulated for governors’ information before being presented to the Board for endorsement at its first meeting of the year.</p>	<p>Clerk</p> <p>Clerk</p>												
<p>10</p>	<p>Any other business There was no further formal business for discussion.</p> <p>The Chair informed the Board this would be S.Morley’s last meeting as clerk as she was leaving her role at Telford College for a governance role at the LCT. The Chair took the opportunity to thank her for driving governance improvement at Kickstart since her appointment and wished her well for her new role.</p> <p>The Board thanked E.Rennie-Gibbons and the Kickstart team for their hard work and commitment during what had been another challenging year and acknowledged the contribution of R.Beswick as Chair.</p>													
	<p><u>2022/23 meetings (subject to confirmation)</u></p> <table border="1" data-bbox="233 1402 1321 1621"> <thead> <tr> <th>Finance & Audit Committee, 4:00-5:00pm</th> <th>Kickstart Board 5:30-7:30pm</th> </tr> </thead> <tbody> <tr> <td>Tuesday 04 October 2022</td> <td>Tuesday 04 October 2022</td> </tr> <tr> <td>Tuesday 13 December 2022</td> <td>Tuesday 13 December 2022</td> </tr> <tr> <td>Tuesday 28 February 2023</td> <td>Tuesday 28 February 2023</td> </tr> <tr> <td>Tuesday 09 May 2023</td> <td>Tuesday 09 May 2023</td> </tr> <tr> <td>Tuesday 18 July 2023</td> <td>Tuesday 18 July 2023</td> </tr> </tbody> </table>	Finance & Audit Committee, 4:00-5:00pm	Kickstart Board 5:30-7:30pm	Tuesday 04 October 2022	Tuesday 04 October 2022	Tuesday 13 December 2022	Tuesday 13 December 2022	Tuesday 28 February 2023	Tuesday 28 February 2023	Tuesday 09 May 2023	Tuesday 09 May 2023	Tuesday 18 July 2023	Tuesday 18 July 2023	
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The meeting ended at 7:08pm.

Kickstart Academy Governing Body (Kickstart Board)**Tuesday 12 July 2022****5:30pm, Tan Bank and Microsoft Teams****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	Item	Action	Who
1	1-3	Update records/registers	Clerk
2	5.3	Develop proposal for use of reserves	CFO/ERG
3	6	Produce and share revised budget	CFO/HT/Clerk
4	6	Submit the revised budget to the ESFA	CFO
5	7.2	Review and approve Exclusions Policy (as per delegated authority)	ERG
6	8.2	Pass on details re mental health first aid training	RBr
7	8.4	Refer concerns re student paperwork to the FAP	AC
8	8.4	Set up pre-meetings prior to FAP dates	ERG/AC
9	8.4	Discuss the student paperwork processes in Wolverhampton	AC/RBr
10	9.4	Speak with GS regarding the F&AC	Clerk
11	9.5	Circulate the forward plan once drafted	Clerk