

Kickstart Board

Tuesday 14 December 2022

5:30pm, Tan Bank and Microsoft Teams



Governors/trustees attending:

Gail Bleasby, Sponsor-appointed trustee (Chair)

Andy Cooke, Member-appointed trustee - Virtual

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)

Gerard Shirley, Parent trustee

Officers/guests in attendance:

Emma Caesar, Chief Finance Officer

Steph Morley, Clerk to the Kickstart Academy/TCAT MAT – LCT

Paul Roberts, Executive Principal – LCT

Rachael Wilson, Assistant Principal – Telford College

NO	ITEM	ACTION
1	Welcome and acceptance of apologies Due to the appointment of the Chair being next on the agenda, S.Morley welcomed all attendees and opened the meeting. Apologies were received and accepted from G.Coultas.	SM
2	Procedural matters	
2.1	<u>Appointment of Interim Chair</u> S.Morley informed the Board the appointment of an Interim Chair was proposed as it was hoped the transfer to the LCT would take place before the end of the academic year. She advised there had been one expression of interest for the role (G.Bleasby) and that the Board would need to formally consider the appointment. *G.Bleasby left the meeting at this point* The Kickstart Board APPROVED the appointment of G.Bleasby as the Interim Chair. G.Bleasby returned to the meeting and was congratulated on her appointment.	
2.2	<u>Declarations of interest for this meeting</u> There were no declarations of interest for the meeting.	
2.3	<u>Changes to the Register of Interests</u> There were no reported changes to the Register of Interests. S.Morley confirmed the declaration of interests forms had been received from all trustees and officers, and that the updated Register could now be finalised and published.	
2.4	<u>Confidential items</u> There were no items to be discussed under Confidential session.	
2.5	<u>Any other urgent business items (notification of any items)</u> There were no items identified for discussion under AOB.	

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2.6	<u>Action taken by the Chair since the last meeting</u> S.Morley reported G.Bleasby had agreed to carry out the statutory role of link governor for safeguarding, following the resignation of R.Beswick. The Board endorsed G.Bleasby's appointment to the role.	
3	Minutes and matters arising	
3.1	<u>Minutes from previous meetings held 12 July 2022</u> The Board approved the minutes from the meeting held 12 July 2022 as a true record.	SM
3.2	<u>Matters arising</u> S.Morley presented the item and the following updates further to the report were provided: <ul style="list-style-type: none">- Ref 4 (Proposal for the use of reserves): proposals had been developed and would be shared with trustees- Ref 7 (Exclusions Policy): the policy was confirmed as reviewed and approved, as per the delegated authority- Refs 9-11 (FAP paperwork): discussed and actions completed	
4	Report from the Finance & Audit Committee (F&AC) T.Fathers provided the following update from the F&AC meeting held prior to the Board meeting:	
4.1	<u>Annual report 2021/22 of the F&AC</u> The 2021/22 annual report of the Finance & Audit Committee had been discussed and approved by the Committee.	
4.2	<u>TCAT MAT annual accounts 2021/22</u> Representatives from WR Partners, the trust's external auditors, had attended the meeting to present the Audit Findings Memorandum (AFM) and reported there were no concerns following the conclusion of the annual audit. He advised the F&AC had recommended the approval of the accounts by the Board (to be considered under Item 5).	
4.3	<u>Use of reserves</u> The Committee had been informed proposals for the use of the agreed proportion of the reserves for capital expenditure had been developed and would be shared with trustees.	
4.4	<u>Risk management</u> The risk register for 2022/23 had been finalised, as per the discussions at the meeting in July 2022. There were no concerns to raise with the Board.	
4.5	<u>Pay award 2022</u> The following pay awards had been signed-off by the Accounting Officer in September 2022: <ul style="list-style-type: none">- 3% pay award for staff on Telford College conditions- 5% pay award for staff on TWC conditions (Headteacher and one teacher)- £750 lump sum paid to staff members with salaries below £25k The Board ENDORSED the pay awards as outlined above.	

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<p>4.6</p> <p>4.7</p> <p>4.8</p> <p>4.9</p>	<p><u>Audit update (internal and external)</u></p> <ul style="list-style-type: none"> - All audit recommendations had been implemented, with the exception of one that related to HR systems post-transfer to the LCT - The Committee had agreed the Year 3 internal audit programme (Safeguarding and whistleblowing; Data & IT; and Business continuity planning/disaster recovery) <p><u>Policy review</u></p> <p>The Committee had approved the updated Charging & Remissions Policy.</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 reported health and safety concerns/incidents <p><u>Management accounts to 31 Oct 2022</u></p> <p>E.Caesar presented the management accounts for the period ending 31 October 2022 to the Board and highlighted the following:</p> <ul style="list-style-type: none"> - Income was approx. £1k favourable to budget - Pay costs were £12k favourable to budget - Non-pay costs were approx. £8k adverse to budget (this was under review and being closely monitored) - The overall position for 31/10/22 was a surplus of £2.9k - There were no changes to report in the balance sheet - Cash flow was forecast as stable throughout the year - No concerns to report regarding the debtors and creditors <p>The Board was informed of the challenges associated with recruiting staff, including the need to increase salaries to attract candidates and its impact on the pay budget. The Board acknowledged this was manageable at the current time but was not sustainable if a long-term issue.</p> <p>The Board requested:</p> <ul style="list-style-type: none"> - The risk register be updated to reflect the recruitment challenges and impact on the budget: and - A remodelled budget to be presented at the next meeting that reflects the required salary increases <p>The Board asked for further information about the overspent external tuition budget. E.Rennie-Gibbons explained external tuition was often required due to the nature and additional needs of the students at Kickstart. She advised some of the students currently on-roll had not been within a school environment for several years and therefore external tuition at an offsite location had been identified as a key element of the intervention and support plan.</p> <p>There were no further questions and the Board thanked T.Fathers for his report.</p>	<p>SM</p> <p>EC</p>
<p>5</p>	<p>Annual accounts/financial statements 2021/22 and Audit Findings Memorandum (AFM)</p> <p>E.Caesar presented the AFM document for review and the DRAFT audited accounts/ financial statements 2021/22 for approval. She reported, as per the summary on Page 5 of</p>	

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	<p>the AFM, the final year-end position (after pension adjustment, actuarial gain and depreciation) was a normalised surplus of £39k.</p> <p>E.Caesar informed the Board there had been no concerns raised by WR Partners and, at the F&AC meeting, the auditors had stated there were no points of error to report and that accounts were ready to be signed-off (approval pending). She advised there had been one minor/low risk recommendation arising from the audit, as detailed in the AFM, which had already been actioned.</p> <p>T.Fathers re-emphasised that the F&AC had reviewed and discussed the DRAFT accounts, the AFM and the DRAFT letters of representation, and confirmed the Committee had recommended the approval and signing of the accounts/financial statements</p> <p>The Board APPROVED the TCAT MAT audited accounts and financial statements 2021/22 for signature by the Chair and Accounting Officer and submission to the DfE.</p> <p>The Board APPROVED the letters of representation for signature by the Chair.</p>	Chair & AO
6	<p>Looking to the future - trust transfer update</p> <p>G.Guest informed the Board the capital bid had been allocated to a DfE project manager, who was working with the LCT (as well as Telford College and TWC) to progress the bid. Further site visits had been undertaken and the bid was expected to be presented to the appropriate funding panel by early January 2023, followed by presentation for ministerial approval. He advised the challenge was now to find temporary accommodation for Kickstart (subject to funding approval).</p> <p>The Board asked for how long temporary accommodation would be required if the funding was approved. G.Guest advised this would be approximately for two years, as this was the anticipated duration of the capital project.</p> <p>The Board noted the LCT had stated the securement of temporary accommodation was a condition of Kickstart being taken in to the LCT, which had not previously been the case.</p> <p>The Board was assured all stakeholders were working hard to find potential temporary premises for Kickstart and that the LCT remained committed to welcoming Kickstart into the trust.</p>	
7	<p>School improvement</p> <p>E.Rennie-Gibbons referred the Board to the Self-Evaluation (SEF) and the Academy Development Plan (ADP), the two documents setting out the identified areas for improvement and actions to be taken to address them. She highlighted the key points in both documents under the headings of Leadership & Management; Quality of Education; Behaviour & Attitudes; Personal development; Safeguarding; and SEND, and the additional areas of Reading, Student Pathways and Whole-school focus in the ADP.</p> <p>The Board noted the identified areas for improvement, the progress already made and the work currently underway to deliver further improvement.</p> <p>The Board asked for information about the reading scheme. E.Rennie-Gibbons explained this was a reading software package (complemented by physical resources) that was used</p>	

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	<p>by staff working with students. She advised reading was one of the main themes of the ADP and had also been identified by Ofsted as an area for development. The Board suggested the schemes used by the Linden Centre and the LCT be explored as a means of providing consistency/continuity and potentially financial savings.</p> <p>The Board noted the importance of the enrichment activities provided to students by Kickstart and spoke about potential opportunities through trustees' own contacts, which would be explored outside the meeting.</p> <p>The Board noted the subjects identified as a significant concern, in particular Science and English, and asked what would be done differently in order to address this. E.Rennie-Gibbons informed the Board the staff members linked to those subjects were leaving, which provided an opportunity to recruit new teachers and drive improvement in those areas. P.Roberts advised senior LCT staff linked to the core subject areas were available to provide support, both now and once the appointments had been made.</p> <p>The Board asked if the 2022 results not meeting expectation was linked to quality of education or the attitude and/or ability of individual students. E.Rennie-Gibbons explained the impact of COVID and lockdown(s) had significantly affected the previous year group. She advised a number of measures had been put in place to more accurately predict student outcomes, including better use of mock exams and Functional Skills assessments, a new tracker system and staff training/support.</p> <p>The Board was keen to receive further information about the systems and processes used to monitor and assess progress against the post-Ofsted improvement plan/ADP. It was agreed this, alongside a status update on the delivery of the plan, would be an item at the next meeting.</p>	<p>ERG</p> <p>GS/ ERG</p> <p>ERG/ SM</p>
<p>8</p> <p>8.1</p> <p>8.2</p>	<p>Policies</p> <p><u>Policies for approval</u> E.Rennie-Gibbons presented the following policies for approval:</p> <p>Allegations Against Staff Policy: this policy had undergone its scheduled review, with the only proposed changes being personnel/role updates.</p> <p>The Board APPROVED the Allegations Against Staff Policy.</p> <p>Child Protection & Safeguarding Policy: the updated policy was in-line with the model policy produced by TWC and reflected the 2022 KCSIE update.</p> <p>The Board APPROVED the Child Protection & Safeguarding Policy.</p> <p><u>Policies for information</u> The Board noted the updated Behaviour Policy, as discussed at the previous meeting.</p>	
<p>9</p> <p>9.1</p>	<p>Governance matters</p> <p><u>Code of Conduct 2022/23</u></p>	

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	<p>S.Morley presented the updated Code of Conduct for trustees/governors, which was based on the NGA’s model code.</p> <p>The Board APPROVED the Code of Conduct 2022/23.</p>															
9.2	<p><u>Link governor arrangements 2022/23</u> The following link arrangements for the current academic year, which reflected the themes of the SEF and ADP, were agreed:</p> <table border="1"><tr><td>Leadership and management</td><td>G.Bleasby</td></tr><tr><td>Quality of Education</td><td>P.Roberts</td></tr><tr><td>Personal development (inc careers)</td><td>G.Shirley</td></tr><tr><td>Behaviour and attitudes</td><td>A.Cooke</td></tr><tr><td>Safeguarding</td><td>G.Bleasby</td></tr><tr><td>SEND</td><td>G.Coultas</td></tr><tr><td>Finance</td><td>T.Fathers</td></tr></table>	Leadership and management	G.Bleasby	Quality of Education	P.Roberts	Personal development (inc careers)	G.Shirley	Behaviour and attitudes	A.Cooke	Safeguarding	G.Bleasby	SEND	G.Coultas	Finance	T.Fathers	
Leadership and management	G.Bleasby															
Quality of Education	P.Roberts															
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Safeguarding	G.Bleasby															
SEND	G.Coultas															
Finance	T.Fathers															
9.3	<p><u>CPD activity</u> The Board noted the requirement for trustees to undertake the NCSC’s cyber security training and the invitation to join the LCT’s upcoming sessions for Prevent and Safeguarding in February 2023.</p>															
9.4	<p><u>Use of GovernorHub</u> S.Morley reminded the Board that GovernorHub was the main communication method for publishing papers, sharing documents and sharing information.</p>															
9.5	<p><u>Next meeting’s focus</u> The Board agreed the main focus of the next meeting (15/02/23) would be school improvement.</p>															
9.6	<p><u>Governance going forward</u> S.Morley advised, in the event of the capital funding bid being approved by the DfE, a working group comprising representatives from Telford College and the LCT would be established to oversee the transfer to the LCT. This would allow the Kickstart Board to focus on school improvement and Kickstart-related matters.</p>															
10	<p>Any other business There was no further formal business for discussion and the Chair closed the meeting.</p>															

The meeting ended at 6:25pm.

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Link areas 2022/23

Leadership and management	G.Bleasby
Quality of Education	P.Roberts
Personal development (inc careers)	G.Shirley
Behaviour and attitudes	A.Cooke
Safeguarding	G.Bleasby
SEND	G.Coultas
Finance	T.Fathers

Actions from this meeting

Ref	Item	Action	Who
1	1-3	Update registers and records	SM
2	4.9	Update the risk register to update the recruitment challenges regarding pay and the impact on the budget	SM
3	4.9	Present a remodelled budget profile at the next meeting to reflect the increased salaries to attract candidates	EC
4	5	Sign accounts/financial statements and letters of representation	GB/GG
5	7	Revise the reading scheme as per the discussion	ERG
6	7	Discuss potential enrichment opportunities	ERG/GS
7	7	Include tracking improvement on the agenda for the next meeting	SM/ERG