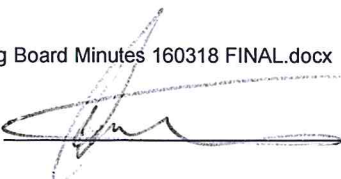


## GA66 Grace Academy Governing Board Minutes

<b>Time / Date:</b>	14.00-16.00, Friday 18 March 2016	
<b>Location:</b>	The Pavilion, Coleshill	
<b>Attendees/Members:</b>	RN Edmiston (RNE) - <i>Sponsor Governor/Chair</i>	G Spicer (GSp) – Sponsor Governor
	TJ Edmiston (TJE) - <i>Sponsor Governor</i>	TGK Boxall (TBo) - <i>Sponsor Governor</i>
	I Baker (IBa) – <i>Chair of Governors, GA Darlaston</i>	SP Chase (SPC) – Sponsor Governor
<b>In-Attendance</b>	S Coughlan (SCo) – Clerk to the Governing Body	
<b>Part-Attendance</b>	J Clarke (JCl) - CEO	C Staley (CSt) – <i>Chair of AIB, Coventry</i>
	J Burton (JBu) – <i>Chair of AIB, Solihull</i>	M Ison (MIs) - <i>Foundation Governor/Director of Finance</i>
<b>Apologies:</b>	A Edmiston (AEd) – <i>Director Designate</i>	J Wood (JWo) – <i>Foundation Governor/Director of Corporate Development</i>

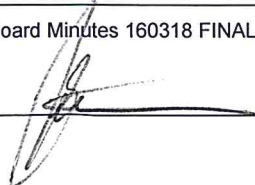
Item	Action By	Due By
<i>The Chair passed responsibility of chairing the meeting to GSp.</i>		
<b>1. Board Meeting:</b>		
1.1 Apologies		
1.1.1 Apologies received from AEd and JWo. AEd will be attending in June.		
1.2 Declarations (Interests, Gifts, Hospitality & Conflicts of Interest)		
1.2.1 IBa declared possible conflict of interest as a business consultant employee at the Express & Star newspaper which periodically writes about GAD. This item has been recorded on the business and pecuniary interests register.		
1.3 Actions approved between formal Board meetings by the Board members		
1.3.1 The Board noted their agreement to accept CBo's resignation in between Board meetings.		
1.4 Statutory matters		
1.4.1 CEO appointment to Board SPC has checked the details of constitution of CEO appointment to Board. JCl can be appointed but not for any action as a Director of the trust i.e. Board decisions, links with Sponne would also need to be considered. The CEO role involves outworking the decisions of the Board necessitating both strategic and day to day leadership and management decisions. It was noted that to document and record all the potential conflict of interests would be burdensome. On this basis JCl decided it is best to remain as in-attendance at Board meetings as the CEO reporting in.		
1.4.2 Governor Candidate GSp met with DMc in Manchester and a meeting was then scheduled with JCl. The meeting has since been cancelled and DMc has advised he is being transferred to London with work so will not now have the time to fulfil governor duties. GSp will continue to pursue new Board members to add capacity and will also be looking for a strong educationalist to join the Board in the future. IBa discussed details of another potential candidate and will forward details to GSp. GSp to meet with suggested candidate prior to next Board meeting to assess their suitability.		
	GA Board	Complete
	IBa GSp	30/04/16 09/06/16



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<p><i>(CSt, JBu, JWo &amp; MIs join the Board meeting)</i></p> <p><b>2. Minutes of the last meeting (GA65)</b></p> <p>2.1 Minutes accepted as an accurate record of the meeting.</p> <p>2.2 Matters Arising</p> <p>2.2.1 Link with FD forums re: national figures; action completed.</p> <p>2.2.2 Personnel Committee terms of reference; action completed. The Board approved the new Personnel Committee terms of reference.</p> <p>2.2.3 Check detail of constitution re: CEO appointment to Board; action completed and covered in 1.4.</p> <p>2.2.4 Invite Director designate candidate to Board meeting; action completed. AEd sent apologies for this meeting and will attend the June GA Board meeting.</p> <p>2.2.5 Liaise with suggested contact from IM properties to obtain an additional quote for GAS roof; action completed. MIs is not certain whether GAS Principal has spoken to the IM contact yet as they are currently waiting for the outcome of the bid that has been submitted. A discussion took place regarding repairs to the roof and the cost of the bid forwarded to the EFA. It was noted that if the bid is successful it needs to be forwarded to Finance Committee for final approval as it is higher than Academy authorisation thresholds. The two independent consultant's reports were circulated to Trustees prior to the meeting. JCI highlighted the language in the bid stating that the roof is unsafe and this is not the case. The leaking is inconvenient and is damaging some of the building but no one is at risk and the consultant report reflects this.</p> <p>2.2.6 Produce 3 year student recruitment strategy with Principals to present to Board; covered by agenda item 4.1.</p> <p>2.2.7 Report to Board re: reductions process; covered by agenda item 4.1.</p> <p>2.2.8 Scheme of delegation amendment; action completed.</p> <p>2.2.9 Circulate Pay Policy to Board for approval following final amendments; action completed.</p> <p>2.2.10 Check SEN policy for reference to website report; action completed.</p>	<p>MIs</p> <p>GA Board</p> <p>SPC</p> <p>GSp</p> <p>MIs</p> <p>JCI</p> <p>JWo</p> <p>JWo</p> <p>JWo</p>	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>09/06/16</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>
<p><b>3. Committee Reports:</b></p> <p>3.1 Finance Committee (including Audit Committee and Risk Sub-Committee)</p> <p>The main point of discussions at Finance Committee has been the budgets for next year (2016/2017). Academies are working to a timetable and the Finance Committee are encouraging Principals to work closely with chairs and MIs during the budget setting process. There are real challenges in achieving balanced budgets for next year which is the target for each Academy. It would be favourable to know what the figures will be as soon as possible. It has been discussed as to whether to start a formal reductions process at GAC for teaching staff, a formal process for support staff has already begun. The challenges being faced are not helped by the movement to lagged funding as even if the Academies see growth in students numbers they will not receive the funds in year. The Board queried whether the Academies are anticipating an increase in student numbers. JCI replied that the GAS confirmed numbers have increased to 161 and could potentially be higher. GAD numbers have increased to 147 from 126 with no expansion in the area. GAC numbers have decreased to 95 confirmed first choices but it is anticipated that numbers will increase further and this is compared to 87 first choices last year. GA are being funded for 155 Y7 at GAS, 101 Y7 at GAC and 123 Y7 at GAD, it is anticipated there will be some movement seen in the numbers between now and September. GA has a minimum funding guarantee which limits to 1.5% at GAC and GAD; GAS does not have a minimum funding guarantee and other grants and funding are also being reduced outside of the minimum funding guarantee. The three local authorities fund at different levels but it is the same principle at all three Academies. GAC is best funded, GAD is in the middle and GAS is the lowest funded for what they receive per child. Other additional funding streams for increased intake have been investigated at GAS but this has proved unsuccessful. The Finance Committee are working with leaders to ensure the budgets will be presented in the June Board meeting. It was noted that there are some reserves but these can only be spent strategically to enable</p>		

Signed by Chair



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growth. TBo has sent an email to Principals to advise that the Board would look to help and encourage growth and this year of development is where reserves should be used to drive the progression of the Academies. Revenue reserves will be used at GAS this year and if they are used at the same rate next year the indicative forecasts show that they will run out of revenue reserves by August 2017. Principals are working hard to reduce down costs and make savings. JBu emphasised that staffing costs are low at GAS compared to national averages which means the scope for reducing becomes much harder and baseline funding is also less than average. The next Finance Committee will be taking place on 05/05/16 and the committee has requested that MIs and Chairs be present with the Principals.

**3.2 Personnel Committee**

The Personnel Committee have been reviewing their terms of reference which have now been agreed and approved by the Board at this meeting. The Cross Academy training day recently took place with mixed success. The best feedback was from the department sessions where staff had the opportunity to meet with peers from other institutions. Equality and diversity training had the poorest feedback. The outsourcing of HR and payroll has had some issues which have been discussed at Personnel Committee but overwhelmingly the transition is going well. There have been a number of staff policies that have been approved by Personnel Committee. GA are starting a childcare voucher scheme which doesn't cost anything apart from some administration start-up costs and is a salary sacrifice scheme. The scheme is worthwhile as it is popular and helps with retention and recruitment, many other organisations already use childcare vouchers. A cycle to work scheme has also been introduced. A new appraisal process based on career stages is being driven with support staff and JCI shared a presentation with colleagues at the cross Academy training day. JCI has met with teaching unions regarding teacher's appraisals, the meeting was fairly positive but the written feedback from national colleagues was not as encouraging. Another meeting is scheduled with teaching unions in April. The new appraisal system proposal means a fairer system for all and is about keeping good and outstanding teachers in the classroom. The national living wage was reviewed at Personnel Committee and it will only effect 6 staff in total.

**3.3 GAS AIB**

The chair and Principal attended a useful meeting with MIs and the Finance Manager, these meetings will continue to enable the chairs understanding of financial and budgeting processes. Reports and presentations have been received from responsible staff for P16, core subject leaders, Safeguarding, CSE, Prevent, SEN, Careers and Student Voice. JBu has responded to a small number of parental complaints and attended an exclusion meeting; in one case acting with the Senior Educational Psychologist and Senior Risk Officer from SMBC whose advice validated what GAS are doing. GAS received a Teach First quality award. The Senior Solihull Schools Improvement Officer conducted a Safeguarding review. The chair attended safeguarding training, prevent training and quality reviews with subject leaders and their line managers. Successful VP interviews took place this week. DGe has met with the secretary of state and appeared on the news discussing teacher shortages as the leader of a rapidly improving school. The head boy and girl were interviewed for the Discovery Channel. The Sound of Music production took place this week and was attended by 8 local primaries and the 3 evening productions sold out. Science and Tech facilities are being made available to KS2 pupils. The Artistic Educational Developer has been promoting the Academy within the primary clusters. There has been more involvement in primary clusters with events, facilities and use of transport and a greater investment in careers advice and promoting sixth form. There is increasing local confidence in GAS and there has also been interest in the Trust from a number of local primaries. English has banked 70% A-C current WA 82% and Maths WA 65%.

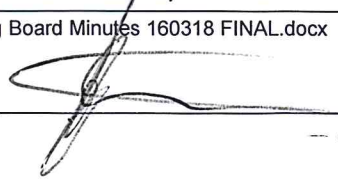
**3.4 GAC AIB**

GAC are heading towards their 50% target. Maths and Science are the areas of concern, English remains solid. The wider curriculum subjects are very good e.g. Art, Music, PE and RE. Another round of mock exams are currently taking place in Maths. Maths is currently at 32% 3LoP, the LoP are 70%+ in other subjects and 5ACEM is a moveable target. Governors are not reassured by current Maths predictions, however, they do believe Maths will hit the minimum benchmark. GAC recently came out of measures into RI, the Ofsted report,

JCI

30/04/16

Signed by Chair



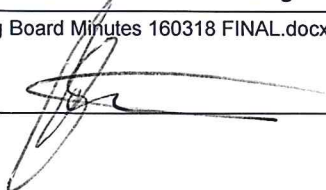
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<p>positive press and positive response from parents is too late to affect the intake numbers for Sept 2017. New appointments have been made in Science which will strengthen the department. The chair conducted a positive G&amp;T review. SEN is still being closely monitored and the two new SENCO's are performing well. Governors noted that the parent view at the last Ofsted visit was not positive, however it was discussed that only a small number of parents participated in the parent view survey. CSt advised that there has been a lot of positive comments that have been received at parent evenings. Four permanent exclusions have taken place, two of which came from other schools and have not succeeded. A detailed safeguarding audit was conducted by the LA and the report received was good, there were some minor comments on the policy and practice which the DSO will action. The LA suggested moving to an online monitoring system used for CP issues. The AIB has reviewed all policies to ensure that governors are aware of them and they are being applied. Recommendations on minor changes or specific practice have been made. The key issue for GAC AIB continues to be around finance. A formal reductions process has begun for support staff and reductions in teaching staff are being planned by natural wastage and not renewing temporary contracts when they expire. The AIB are reviewing finances and where further savings can be made elsewhere. The AIB have recruited a new governor who has been a business partner of GA for many years and they participated in the Maths review. The AIB are now looking to recruit a primary school governor.</p>	<p>CSt/JCI</p>	<p>19/06/16</p>
<p>Ethos assemblies have been taking place in primaries as well as literacy and numeracy activities, open mornings and primary parent's evenings. GAC English and Maths teachers have visited primaries to observe lessons and are working on SOW with primary schools. GAC have met with all transition leads in all feeder primaries and other schools in the area. There have been two successful music collaborations and several other Y5 events. The VP has been in discussions with local primary heads regarding hosting a Maths/English transition conference for teachers at GAC. GAC are engaged with an executive primary head of a MAT who is supporting the conference and who is keen to have a primary colleague on the local governing body. Primary teachers have been invited in for Prevent training. An Eco project is ongoing with a local primary school and a number of schools have been visited to engage their involvement. Governors asked what is different this year to what has been done previously because the student numbers are still not where they need to be. CSt advised that a lot of the previous work was low key and is now being led by the VP which is making an impact. Additionally when parents made their first choices the Academy was still in special measures and therefore too late to have an impact on this year's numbers. The Academy is going in the right direction but it is agreed there is more work to do.</p>		
<p>Not all staff are aware of the resignation of CBo and there will be a strategy for appointing a new replacement Principal. JCI has employed Pentir who have previously assisted in successfully recruiting senior leaders. CSt has met with Directors and in order to secure a suitable replacement they may not be appointed until Jan 2017. Governors were reassured that JCI and CSt will find a way to manage locally during this period. Governors noted that there also needs to be management of the exit strategy of the current Principal. Staff will be informed of the Principal's resignation following the Easter holidays.</p>	<p>CBo/JCI</p>	<p>30/04/16</p>
<p>3.5 GAD LGB GAD have completed English Literature exams early, predictions were 42% A*-C and the results were 43% A*-C. These results provide focus on how to move forward to 50% A*-C. Under the new P8 measures the benchmark is 0, GAD are WA 0.2 non-PP and 0 for PP, if the outcomes match the predictions then GAD will be hitting national averages.</p>		
<p>The Principal and Finance Manager are meeting on Monday regarding the finances and next year's budget, a meeting will then be arranged with IBa and MIs.</p>	<p>IBa/MIs</p>	<p>22/04/16</p>
<p>The recent Science external review report highlighted some issues in the department. Previously History predictions were incorrect but are now fairly solid. Music, DT and Geography are the weaker areas this academic year. A new Head of Music has been appointed but the effect is not known at this stage. The Principal is working closely with DT.</p>		

Signed by Chair




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<p>The DFE recently visited GAD and they were very pleased with what the Academy are doing and a positive letter was received following the visit. Mock exams are imminent and will confirm the position and validate predictions. There is a local primary cluster but the costs are £20k per year for very little, GAD are instead looking at appointing Headteachers of local primary schools to the LGB. A primary school event took place this week and primary schools have also been involved in the GAD carol service. Feedback at parent evenings has been positive. Summer school funding has been discontinued and as a result the Ethos AP is working on a new, cost effective summer school programme. GAD have received an application from SGOSS for a governor candidate, IBa to progress.</p>	IBa	09/06/16
<p><b>4. Executive Reports</b>  <b>4.1 CEO Report</b>  <b>4.1.1 Three Year Student Recruitment Strategy – GAS, GAC, GAD</b>            JCI will be producing a strategy to share with the Board prior to the next meeting, Governors requested that the strategy includes targets for recruitment of student numbers into Y7 and Y12. JCI highlighted that there is a lot of good work taking place, however there are some strategies that are not common that need to be shared between the Academies. Governors queried how Academies establish the curriculum that is offered to students. JCI advised that the curriculum depends on the P8 measure, there are 10 subjects and 7 of those are taken up with core subjects of which there is no choice. Any other subjects that are offered are determined by Ebac and buckets and the priority is to meet those. If Academies decided to put on any other courses they would not be validated, receive points or get the Academies out of the position they are in currently. Sixth form students participate in student voice as do the younger students. Some of GA's strengths are those programmes that are offered outside of the curriculum i.e. values days. The feedback is generally very good and students are aligned to the training the staff are receiving such as mental health and CSE. The Academies are getting better at having pre-options evenings which demonstrate the range of courses available, their expectation and what they offer. There continues to be a restricted alternative pathway for a small number of students who are unable to manage academic courses.</p> <p>The AIB at GAC and GAS are time limited and need to come to an end at some point. GAC governors have agreed to remain on the AIB until December 2016 to provide continuity. GAS is moving towards a small but well formed LGB and governors are working towards a September start for the shadow LGB.</p> <p><b>4.1.2 Reductions process update – GAC</b>            A formal reduction process has now been completed at GAD. A formal process for non-teaching staff has begun at GAC. In terms of teaching staff, reductions can be met through natural wastage and not renewing some fixed term contracts. At the last Board meeting a formal process was agreed for teachers so if a formal process is necessary then it is an option. GAS will make any reductions they need to via natural wastage. Two new VPs have been appointed at GAS internally, there will be no replacement of the AP posts they have moved from in order to save costs.</p>	JCI	09/06/16
<p><b>5. Minutes Proposal</b>            JCI forwarded a proposal regarding publishing of minutes to the website for consideration by the Board. Part of the proposal is to coordinate GA's approach to minutes. The proposal is to publish board minutes on the website without confidential information. The confidential minutes will be kept securely and will not be for general view. The LGB and AIB will not be published but will be kept at each Academy for any personnel who are permitted to view them. The proposal comes as a result of the increased challenge of AIB's and as they have been challenging leadership and holding Academies to account the minutes need to move towards more confidential records of these discussions. Minute's proposal approved by the Board.</p>	GA Board	Completed
<p><b>6. Policy Review:</b>  <b>6.2 Data Protection Policy</b></p>		



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<p>There are minimal changes to this policy and any changes are related to tightening of the language used. There is also clarification that staff and governors will receive training regarding Data Protection. Data Protection Policy approved.</p> <p>6.2 Health &amp; Safety Policy</p> <p>The Health &amp; Safety policy states that the Governing Board will review this policy at least every two years and assess its implementation and effectiveness. The Finance Committee have reviewed and approved the policy as fit for purpose and it has been brought to trustees for their information.</p>	GA Board	Completed
<p><b>7. AOB</b></p> <p><b>7.1 Insurance</b></p> <p>The Finance Committee are recommending that GA will join the RPA as of 01/09/16, the RPA is a national protection scheme and this move follows other schools and academies. It is government backed initiative but is not technically insurance cover. GA will be locked in annually and will be reviewed annually. The RPA provides approximately £40k savings. Some other insurances will still need to be taken out and MIs has built these costs into models, Items not covered are engineering inspection, motor cars, overseas trips and minibuses. Separate governors insurance will have to be taken out but they were never covered by previous policies anyway. Directors and officers are covered under the RPA. Trustees accepted and approved the Finance Committee’s proposal to move to RPA.</p>	GA Board	Completed

<u><b>Actions for GA Board:</b></u>	<u><b>Action By</b></u>	<u><b>Due By</b></u>
Forward details of potential governor candidate	IBa	30/04/16
Meet with potential governor candidate	GSp	09/06/16
Forward GAS roof bid for final authorisation by FC if approved	JCI	09/06/16
Meet with teaching unions re: appraisal proposal	JCI	30/04/16
Recruit primary school governor to GAC AIB	CSt/JCI	09/06/16
Inform GAC staff re: resignation of CBo	CBo/JCI	30/04/16
Meet with GAD Principal re: budgets 2016/2017	IBa/MIs	22/04/16
Progress GAD LGB governor application	IBa	09/06/16
Share three year student recruitment strategy with Board prior to next meeting	JCI	09/06/16

Signed by Chair



Date

14/06/16.