


GA67 Grace Academy Governing Board Minutes

Time / Date:	09.30-10.30, Tuesday 14 June 2016	
Location:	The Pavilion, Coleshill	
Attendees/Members:	RN Edmiston (RNE) - <i>Sponsor Governor – Chair (via video-link)</i>	TJ Edmiston (TJE) - <i>Sponsor Governor (via video-link)</i>
	G Spicer (GSp) - <i>Sponsor Governor</i>	I Baker (IBa) - <i>Chair of Local Governing Body, GAD</i>
	TGK Boxall (TBo) - <i>Sponsor Governor</i>	SP Chase (SPC) – <i>Sponsor Governor</i>
In-Attendance	A Edmiston (AEd) – <i>Governor Candidate</i>	S Coughlan (SCo) – <i>Clerk to the Governors</i>
	J Clarke (JCl) – <i>CEO</i>	
Part-Attendance	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>	J Wood (JWo) – <i>Foundation Governor/Director of Corporate Development</i>

Item	Action By
<p><i>The Chair passed responsibility of chairing the meeting to GSp.</i></p> <p>1. Board Meeting:</p> <p>1.1. Apologies</p> <p>No apologies received. GSp officially welcomed AEd to his first meeting at Grace Academy and introductions were made around the table.</p> <p>1.2. Declarations (Interests, Gifts, Hospitality & Conflicts of Interest)</p> <p>It was formally noted that Grace Academy use the IM car scheme of which AEd is the MD.</p> <p>1.3. Actions approved between formal Board meetings by the Board members</p> <p>1.3.1. Reduction of top slice</p> <p>As a result of going through the budget process the Trust have been able to make a reduction to the top slice at GAD and GAS to 5% coming down from 6%. This reduction is helpful to the Academies and demonstrates that the Foundation is also looking to be prudent.</p> <p>1.3.2. CEO change of contract (<i>CEO joined the Board meeting from item 1.3.2</i>)</p> <p>GSp recorded a change of contract for the CEO from 01/09/2016. The change will mean a reduction from four days per week to three. The Directors and Principals have been made aware and GA have discussed this with the DFE who are in agreement to this change. Trustees asked JCl whether he will still be able to fulfil the demands of his role on the new basis and JCl replied that he would. The only hesitation would be if a primary was taken on and at that point governors would need to make sure there is leadership in the primary aspect, however, in terms of the current CEO role JCl is confident. GSp clarified that JCl would commit to GA for a further two years from his original agreement following this change, JCl agreed that he is committed to GA for the near future.</p> <p>1.4. Statutory matters</p>	


G. SPICER
27/9/16

GA67 Grace Academy Governing Board Minutes

No statutory matters to report.

2. CEO Report

GAC: CBo is leaving and resigns on 31/12/16 and JCI is looking for a new Principal to start in January although this could be subject to change. Twenty-one applications were received for the post with the assistance of Pentir. A long list of 11 has been completed. A further shortlisting exercise is now due to take place and will probably be narrowed down to six candidates for interviews. The Principal interviews are due to take place on 7/8th July and JCI invited Board members to attend. IBa and SPC confirmed their availability and will form part of the interview panel on these dates.

IBa/SPC

GAD: The Deputy Principal has secured a headship post and has left. It has been decided that this post is not being replaced as it was an additional post. The Academy has instead promoted some internal leaders and divided the responsibilities which will bring some savings but maintain capacity. This means that under the present structure there will be one VP instead of two.

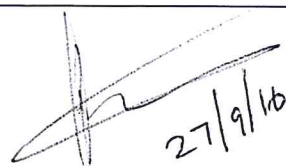
GAS: Two new VPs have been appointed and both are internal candidates. Both are due to start in September, although they are already undertaking some of the duties of the post. Overall leadership is now in a much better position than previous years.

Recruitment strategy: There are several common approaches listed in the report but there is still more to do, this is especially true at GAC. GAC are looking at moving into uncharted territory as it is difficult to recruit additional students from the local area, better relationships with primaries are also needed. Events at GAD with younger students are going well. GSp and IBa have met a local primary Headteacher who is joining the LGB which will hopefully assist in governance and recruitment. CSa has performed well in driving transition further and this work has increased. There is a strategy of bringing primary students into the Academy and the reputation has improved largely due to a reasonable Ofsted report and better behaviour. Y7 numbers for September have increased to 150 from 125 in the previous year, despite demographics slightly declining in the local area and the same is true for GAS. GAC numbers have not declined in Y7, they just haven't improved and are still not high enough, JCI has set CBo some crucial targets for this term. GA needs to become better at marketing and the needs are different for each institution. It was discussed whether an external marketing assistance should be considered as there isn't currently a clear marketing strategy. JCI to investigate and report back to the Board at the next meeting.

JCI

MAT strategy: This is mostly focused around GAS as they made the most progress last year. The RSC for the West Midlands has resigned and there isn't one at this current time. The closing date for applicants was 3rd June so there should be a new RSC appointed fairly soon and JCI will be establishing contact in due course. At this stage JCI and DGe are in discussions with the Headteacher and Chair of Governors of a local outstanding primary. Even if an agreement is made there are a number of stages to the process and the earliest start would be January 2017, the Board would then decide if they

JCI



GA67 Grace Academy Governing Board Minutes

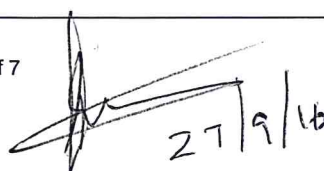
accept the proposal. Due diligence is an extensive exercise so that MAT's are aware of the risk they are taking on. Trustee's queried why this primary would be interested in joining GA in particular. JCI replied that GA will also be outstanding in the future and they favour GA's values; primary schools are generally more driven by their values. It was highlighted that DGe has had a positive impact in the locality and has raised the academy's profile greatly, the change in the positive perception of GAS is remarkable.

Outcomes: There are improving projections everywhere above the targets set at the beginning of this academic year. GAD attainment will always seem lower due to the lower starting points of students. The new P8 measure will be published this year and will be based on starting points of students which will provide a more realistic measure of what students should actually be achieving. It was discussed that 0 is around the national average and -0.5 is the threshold for going into measures. JCI advised that the academies will be in a much more favourable position this year if the predictions come to fruition. Ebac numbers are low and zero at GAS because there are no students achieving the fifth subject in Ebac, this is due to MFL being withdrawn because of a lack of quality teaching. Trustees challenged how confident JCI is in the predictions as detailed in his report. JCI said that GAD and GAS will be close but there are reservations at GAC because of the limiting judgement in Maths. IBa added his confidence at GAS but at GAD there are one or two weak subject areas and the other aspect is the fragility and lack of aspiration from the students. One difference this year is that GAD students were entered much earlier for English literature in January and achieved 42%, this leaves them to now concentrate on language. Governors questioned why GAS has less 4LOP in English than the others than GAD and GAC and is this because more able students are not achieving as well? JCI advised that English do have a tendency to under predict and by past experience the results will probably be more favourable than current predictions. Leadership of Maths and recruitment is extremely difficult and the GAC team is the least successful although they do have some good Maths teachers. Maths is the limiting judgement as students are more likely to perform well in English and other subjects.

Budgets: Item 7 of the report shows in-year budgets. In 2015-16 at GAC the overspend is £167k, the Board agreed £115k, this difference is because of claw back. This is the last year of clawing back but has been a setback as 2014/2015 was thought to be the final year. As the Academies move on to lagged funding they will be aware of their income for September. At GAS the projected outturn is £215k, the Board agreed to £276k therefore the figure is lower than was expected. At GAD there is a £5k surplus, the previous forecast was a £60k deficit and they have gained positively in terms of clawback. The Board observed that overall deficits have not shifted outside the limits that were set, as the academies are under the overall figure agreed there is nothing to concern the Board in terms of the current year.

(CSt, JWo & MIs join the Board meeting) Introductions made formally.

3. Minutes of the last meeting (GA66)



GA67 Grace Academy Governing Board Minutes

3.1 Minutes accepted as an accurate record of the meeting.

3.2 Matters Arising and Actions:

3.1.1 Forward details of potential governor candidate; action completed.

3.1.2 Meet with potential governor candidate; action completed. There have now been two new local governors appointed to GAD LGB.

3.1.3 Forward GAS roof bid for final authorisation by FC if approved; action completed. TBo, MIs and JCI are members of the project board and the third meeting has now taken place. It is unlikely that any work will begin in the summer holidays. It has been made clear that educational progress comes first and disruption should be minimal. The project must be completed by Easter 2017 in order to acquire the funding but it is possible to extend if the work has already started. A QS has been appointed and MAC consulting are sending out the tender to all of their contacts today with a four weeks deadline for bids.

3.1.4 Meet with teaching unions re: appraisal proposal; action completed. JCI has also met with support unions and informal consultation is ongoing with both.

3.1.5 Recruit primary school governor to GAC AIB; action carried forward. The VP has approached primary heads but no response has been received as yet.

3.1.6 Inform GAC staff re: resignation of CBo; action completed.

3.1.7 Meet with GAD Principal re: budgets 2016/2017; action completed.

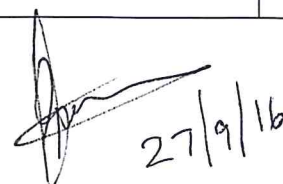
3.1.8 Progress GAD LGB governor application; action completed.

3.1.9 Share three year student recruitment strategy with Board prior to next meeting; covered in item 2.

CSt/JCI

4. Budgets 2016/2017 Approval

There have been changes to the budget setting process this year with the AIB's/LGB's being more involved with the task. MIs has been overseeing on behalf of the Trust and the Finance Committee has been making decisions. There is an expected deficit of £237k at GAS and £220k at GAD. Both Academies are expecting an increase in student numbers. At GAD the role will increase by 10% or more, this is significant because there will be no extra funding to meet the costs. There is no formal mechanism to receive extra money in these circumstances although the Trust will make an approach to the EFA. At GAS the role will increase by approximately 3%. In 2017 fair funding will be bought in which will have an impact. GAC funding is in the top 10% and GAS is in the bottom 10%. Overall the consolidated projected overspend is £378k which is less than was forecasted last year and there are the reserves to meet the deficit. The Finance Committee has followed a rigorous process and has called Principals and Chairs to meetings in order to identify where savings can be made and the final projected overspend. Revenue reserves at August 2016 are expected to be £1.1m and £1.2m capital funds. At the end of August 2017 after the £328k deficit is deducted the revenue reserves are expected to be £800k revenue reserves and capital reserves £725k, these figures include the deduction of the first GAS roof fund phased payment which has already been received.



27/9/16

GA67 Grace Academy Governing Board Minutes

The Academies are cutting costs as much as possible whilst still growing and moving forward. Over the next 2 years GAD students numbers will be rising. Lagged funding will appear next year and the growth won't be as rapid therefore the academy will be able to subsume the growth. GAS is likely to benefit from fair funding and its growth is biggest in September 2017. GAC is the concern due to the smaller Y7 year groups this and next year. GAC currently has a minimum funding guarantee of approximately £250k which means they are being subsidised by this and the high funding they receive at present, these factors make GAC's the worse projection and the most vulnerable academy in the future. GAC have been able to achieve a balanced budget this year and are in consultation regarding reductions. The figures being presented are on the basis that the necessary reductions are made but do come with a health warning as it is not possible to predict at this stage in the consultation process.

At GAF there is no longer a £75k contingency resulting in the surplus. Top slice has been reduced to 5% for GAS and GAD and remains at 6% for GAC, based on GAG percentage. GAF will be moving towards a service and charging model where academies will pay for specific services. The budgets for 2016/2017 were approved by the Board as outlined in appendix 2 of JCI's report.

5. Committee Reports:

5.1 Finance Committee

Covered in item 4.

5.2 Personnel Committee

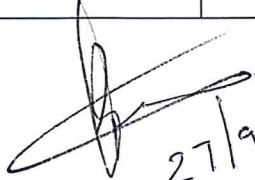
Another training day is being planned for October with a department work focus. This is being arranged as a result of the last training day's feedback as there were many teachers who requested further cross Academy department work. Meetings with support and teaching unions have taken place to review the proposed career stages. The Personnel Committee have also been focusing on policy updates due to legal, DFE and safeguarding changes.

5.3 GAS AIB

There is a high confidence that the Academy will achieve the 60% target comfortably. IBa and JBu are meeting with subject leaders over the coming weeks for AP5 data meetings with the Principal and VP. The Academy had a Queens 90th Birthday celebration last week which was well attended by the local community, Mayor and MP. GAS is good at marketing in the community and the Artistic Educational Developer has been using events to increase the Academies profile. Primary contacts are getting stronger and an exclusions board is being considered. The Academy are offering their help to one academy and staff are visiting and advising them on dealing with difficult pupils.

5.4 GAC AIB

Sixth form recruitment is going well particularly for Football Academy, Basketball Academy and Performing Arts Academy. Sixth form student numbers will be between 110 and 120 and the Y7 intake number is 93. The Academy are trying to recruit students from a wider area with lots of events and work with primaries taking place but there is definitely more work to do. The results prediction is 54% 5ACEM and if these results are achieved it will be a boost, English LOP are pleasing at above

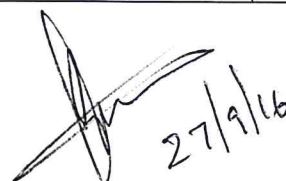

27/9/16

GA67 Grace Academy Governing Board Minutes

90%. There is confidence in English and a huge amount of work has taken place. Sponne have visited Maths to support this year but the opportunities to do this have been more limited due to maths leadership barriers. Science is progressing with several new teacher appointments, JCI conducted a recent audit and observed a higher level of confidence within the team. Although the progress is not enough for this year the department is considerably strengthened. LOP in Maths is 53% which is a sizeable gap. Teaching and leadership are the challenges in Maths and the academy is moving a strong teacher from English across as they are unable to recruit any external quality Maths. Governors queried whether Maths will still be vulnerable next year. CSt said that they will, the AIB will be conducting a further audit this term in addition to JCI's. The new SENCO's are having a positive effect and CSt met with the FSW who is doing excellent job. Shortlisting will be completed shortly for the Principal interviews.

5.5 GAD LGB

Even if GAD achieve the target results there is a large gap for DS, figures are around the same as national average but the gap is still too big. There is a significant number of DS, 92% in next year's Y11, and it will be a key issue to address next year. Y10 might be stronger than the current Y11 and better behaved but there is a risk of them being passive learners. Attendance is at the national average of 95% and is especially pleasing due to the context of the local area. There are issues with admissions as students move in year, as numbers are on the low side at the academy they are obliged to take on the more difficult students. IBa has recently joined the Walsall admissions appeal panel to increase his knowledge and the academy is considering changing the PAN to address this matter. The Leadership team has been built by CSa and is much stronger. The weak subject is Science and due to some concerns the ALT commissioned a review which supported their views although GAD have been able to recruit some good Science teachers. Geography, History and MFL still need more work but seem to be steady, strong and stable. Two new governors have been recruited and designations will be altered slightly. One consistent problem is low the literacy levels of students coming into the academy as well as DS as it makes it difficult for students to access the material and work. A pilot in Y7 and Y8 has been led by English and pastoral teams which has increased students reading ages. As the pilot has been so successful CSa will be extending the initiative and focusing on students in earlier years to prevent the intensive interventions in Y11. The Business and Enterprise team have been meeting with curriculum leads in each academy to discuss where there are deficiencies in literacy and are specifically targeting those areas, this is already having an impact and more is planned for next year. Ethos and education are also working very well together. JCI emphasised that CSa has only been in post for one year and the signs are that he is an excellent appointment, JCI and IBa have strong confidence in him and he is driving up the provision for students which is a vast turnaround. The same recruitment process for the GAD Principal will be adopted at GAC.




27/9/16

GA67 Grace Academy Governing Board Minutes

<p>6. People with Significant Control Register</p> <p>The Academy Trust recognises that it has a duty to take reasonable steps to identify those that should be included in their PSC register. The register is now complete and currently held with the company books. The information will be recorded on the central PSC register to be held at Companies House with the annual accounts.</p>	
<p>7. AOB</p> <p>7.1 Family Support Workers</p> <p>The detailed Family Support Workers (FSW) and Business team report will be completed for LGB's and AIB's and a copy will be forwarded to Trustees. The FSW have been working very closely with the Academies and form part of the attendance and safeguarding teams. As a result a big impact is being seen at the academies in attendance and achievement and their work is also impacting in communities. Principals have noted the value of the FSW's work and how it assists their pastoral staff greatly due to the high volume of issues they are dealing with on a daily basis. FSW's meet with families in the community rather than forcing any protocol or format and many families are happy for help and accept it. Trustees discussed the cuts to LA funding and the greater amount of burden that is now placed on schools and academies which means that these types of issues are increasing all the time.</p> <p>7.2 Related Parties</p> <p>GA are required to formally record related parties in their accounts. MIs queried if any Trustees have any additional related parties to disclose other than those the Trust reported on last year. Trustees confirmed that they had no additional related parties to declare.</p> <p>7.3 Change in Accounting Policies</p> <p>There are no changes required, item approved.</p>	
<p>8. Next meetings:</p> <p>Board: 21 September 2016</p> <p>AIB's: GAS 12 July 2016 GAC 21 June 2016</p> <p>LGB: GAD 05 July 2016</p>	

<u>Actions for GA Board:</u>	<u>Action By</u>	<u>Due By</u>
Recruit primary school governor to GAC AIB	CSt/JCI	21/09/16
Investigate external marketing proposal and report back to Board	JCI	21/09/16
Join the GAC Principal Interview panel on 7/8 July	IBa/SPC	07/07/16
Establish contact with new RSC for the West Midlands	JCI	21/09/16

 27/9/16

