

Grace Academy Governing Board Minutes

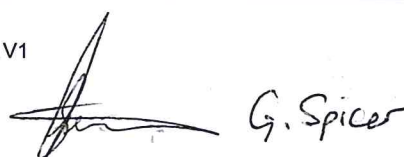
Time / Date:	09.00-11.00, Wednesday 21 September 2016	
Location:	The Pavilion, Coleshill	
Attendees/Members:	RN Edmiston (RNE) - <i>Sponsor Governor/Chair</i>	G Spicer (GSp) – Sponsor Governor
	TJ Edmiston (TJE) - <i>Sponsor Governor</i>	TGK Boxall (TBo) - <i>Sponsor Governor</i>
	I Baker (IBa) – <i>Chair of Governors, GA Darlaston</i>	
In-Attendance	A Edmiston (AEd) – <i>Governors Candidate</i>	S Coughlan (SCo) – Clerk to the Governing Board
Part-Attendance	J Clarke (JCl) - <i>CEO</i>	C Staley (CSt) – <i>Chair of AIB, Coventry</i>
	J Burton (JBU) – <i>Chair of AIB, Solihull</i>	J Wood (JWo) – <i>Foundation Governor/Director of Corporate Development</i>
	M Ison (MIs) - <i>Foundation Governor/ Director of Finance</i>	
Apologies:	SP Chase (SPC) – <i>Sponsor Governor</i>	

Item	Action By	Due By
<p><i>GSp took responsibility of chairing the Board meeting.</i></p> <p>1. Board Meeting</p> <p>1.1. Apologies Apologies received from SPC.</p> <p>1.2. Declarations (Interests, Gifts, Hospitality & Conflicts of Interest) No declarations.</p> <p>1.3. Actions approved between formal Board meetings by the Board members None.</p> <p>1.4. Statutory matters 1.4.1. Re-appointment of TJE and RNE GSp proposed re-appointment of TJE and RNE, IBa seconded. TJE and RNE re-appointed to Board. GSp proposed appointing CSt as a Sponsor Governor to the Board to provide educational expertise. Trustees agreed, appointment of CSt approved. AEd's appointment was discussed for succession planning, the Board decided to defer to the following meeting. RNE and TJE are no longer directly involved in day to day running of IM and they want to ensure continuation of support, link and relationship with Grace Academy.</p>	GA Board	14/12/16
<p>2. Review CEO's performance Item carried forward to the next meeting.</p>	GSp	14/12/16
<p>3. Skills Audit Item carried forward to the next meeting</p>	GA Board	14/12/16
<p><i>(CSt, JCl, JBU, MIs, JWo joined the Board meeting)</i></p> <p>4. Minutes of the Last meeting (GA67)</p> <p>4.1 Minutes accepted as an accurate record.</p> <p>4.2 Matters Arising and Actions:</p> <p>4.2.1 The Board congratulated DGe and CSa on their progress in 2015/2016.</p> <p>4.2.2 Recruit primary school governor to GAC AIB; ongoing. CSt has more capacity this year to assist DGe in working with primary schools and will continue work to recruit a primary school governor.</p>		



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<p>4.2.3 Investigate external marketing proposal and report back to Board; action completed. JWo has met with CV regarding digital marketing and social media and emailed several people regarding L3 marketing and social media apprentices. A lot of research has been carried out to see how other schools and academies operate. Where good examples have been found JWo has made contact and has arranged to have telephone conversations with them regarding marketing for increasing the number of students into the Academies. Parents are not just looking at the websites but also Facebook pages and GA needs to develop a social media presence. A discussion took place regarding targeted marketing. An apprenticeship is a cost effective way of getting a member of staff with the right skills. Governors suggested that their training opportunities could be linked to IM. JWo to contact IM and continue to liaise with CV.</p> <p>4.2.4 Join the GAC Principal Interview panel on 7/8 July Interview for new principal; action completed. There was a strong panel from the Board, however, it was decided not to appoint from the field of candidates.</p> <p>4.2.5 Establish contact with new RSC for the West Midlands; new RSC has been appointed but has not yet taken up the post. JCI will be making contact as soon as they are in post.</p>	<p>JWo</p> <p>JCI</p>	<p>14/12/16</p> <p>14/12/16</p>
<p>5. CEO Report</p> <p>5.1. Examination results summary 2015/2016</p> <p>P8 cannot be determined yet and will not be verified until January therefore any current P8 data will be indicative. It is fairly certain that GAC will be inspected over this half term. Currently GAC indicative P8 is -0.5 which is the national benchmark target. National figures have not been published as yet and therefore there is no comparative measure. The target for 5ACEM has decreased to 38% from 44% last year. The proportion gaining a C grade or better in both English and Maths improved to 52%. At GAD indicative P8 is positive and shows the highest shift of any of the Academies and above indicatively above national progress, this is an incredible improvement. P8 is relative to students starting points and GAD has done really well, had the foundation delivered as well as core they would have been in an even better position. Governors questioned whether there are good practitioners across the group that could move between the academies? JCI said this is in progress and the Maths Heads work together quite effectively. It was noted that GAC have been reluctant to accept advice and support from other institutions and to apply their advice even though they have at the other Academies and seen tremendous improvements as a result. Governors queried why 5ACEM did not improve at GAC? It was discussed that Maths didn't improve but English held steady, it was the fifth subject and Science that mostly caused the decline. Maths was the grave concern last year and these statistics are better than they were expected to be. There is an AP who is also the best Maths teacher and they had a large group of students who they taught for extra sessions. Additionally there was a lot of intervention from the AIB. PE did not pay off at GAC, 60% of the exam was practical and the moderator was full of praise, the faculty said the exams were well prepared for they would hold up but they didn't. Governors asked how other schools in the area performed. JCI advised that generally performance in the local areas declined. However in Walsall GAD was the second most improved overall, excluding grammar schools, and indicative P8 shows GAD to be fifth out of 17 schools, excluding grammar schools. GAC is the weakest of the Academies and the critical issue is Maths and getting people in place to lead effectively. The Head of Maths has left and the Academy needs to recruit urgently but it is also difficult to recruit. The Board acknowledges what has gone wrong and taken firm and robust action at GAC.</p> <p>Governors queried how accurate predictions were this academic year. It was highlighted that GAS and GAD were fairly close in their predictions. At GAC the QA needs to be immediately addressed, English was fairly accurate but this was not the case in Maths There will be new national specification in Maths and English for the current Y11 which will be untried and untested. This year it will be Exam only for both subjects which will be challenging for our students, particularly at GAD. GAS and GAD have both improved well with moderation and mocks exams and there is a confidence in their grading. Resilience</p>		



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building is happening and is particularly important this year. A lot of staff at GAD have been trained as moderators, examiners and working with teaching schools. GAC will be following the model at GAS and these strategies will be included.

JCI noted that Ebac measures are being published but they are not included on the report. If the Academies can achieve Maths and English it is a sound basis for students to achieve in the other subjects. P8 encompasses a wide range of subjects other than English and Maths and is a fairer measure of how students have improved from their starting points. Under these measures the GAS data shows they are on the journey to good.

A discussion took place regarding grammar schools. Grammar schools can select a percentage of students and as these schools increase and the Academies are being selected against there isn't a level playing field. CTCs are also taking students in at age 14. JCI informed the Board he will be meeting with the new RSC to go through data and to establish the Academies current position. A discussion took place regarding expansion and how this might be achieved. At GAS the Y7 intake is 166, 85 at GAC and 141 at GAD which was a significant increase from 123 in Y7 last year. At the recent GAC open evening only 50 people attended, primaries are key to forming relationships with the local community and GAC need to work hard on recruitment. DGe met with all primary heads within the first six weeks at GAS and has been tasked with the same target at GAC.

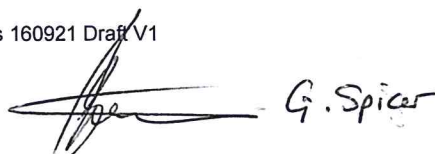
In sixth form the numbers are small. The broad picture is that GAS and GAD improved and GAC declined slightly. Where any student failed in the exams in English or Maths by law they must do resits. There are only a small numbers doing resits now as entry level requirements are stricter so students aren't being put on courses that they have no chance of passing. At GAD a new Head of Sixth Form has been appointed and they are performing well. CSa is very committed to keeping the sixth form despite the small numbers as it is right for their students, when the student numbers increase throughout the Academy there will be a bigger pool of students for sixth form and numbers will then improve.

JCI will be meeting with Principals and Chairs over the next few weeks regarding Principal's targets for the coming year. The targets will have to be less accurate and will be a harder task to complete without knowing the parameters. GSp and JCI to monitor ongoing balance of priorities for DGe. The Board requested feedback from JCI to GSp to circulate regarding any issues raised at meeting with RSC. Taking a longer term view overall GAC is in a much better place and was much more fragile last year, GAD is making good stride and GAS received HMI monitoring last Friday and were told they are making reasonable progress to being good at the next inspection. Focused lessons and well behaved students were seen and they had confidence in leaders knowing where the Academy is going. Governors acknowledged that part of being Grace is to serve communities in difficult areas and therefore there will always be difficulties to overcome

Governors referred to the apprenticeship levy and whether GA will get a training provider for this. JCI has raised this with Principal's to ascertain whether to take an overall view across the group. If we do link with a provider they need to have a good reputation as a provider and be good quality. The apprenticeship levy is 0.5% of the payroll and Academies can receive a benefit by offering apprenticeships. GA could also employ on apprenticeships and receive a larger rebate.

5.2. Senior appointments

DGe will be moving over to GAC part time. Although GA tried to appoint a Head at GAC the decision was taken not to appoint, rather than appointing the wrong person. JCI said he felt this was the right decision and there is a need to put an acting Principal in post, even if the Academy appoint soon the person would be unlikely to start until Easter. The previous Principal resigned for Christmas but it was then agreed that they would leave earlier at the end of the last term. Governors referred to risks to GAS associated with moving DGe to GAC part time and asked how the risks would be minimised? JCI advised that he and JBu will be monitoring the situation at GAS carefully. DGe will be spending 3 days at GAC and 2 at GAS. The two VP's at GAS were recruited internally and were the best candidates from a good

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field. DGe has spent a term with the VP's preparing them for the change. At GAS DGe introduced half termly QA sessions very early with AIB invited to attend. The VP's have generally conducted the session, analysis and QA which has helped in bringing on the new leaders. JCI said that there will be more link between the Academies and learning from good practice which will help but there is a potential risk. JCI and GSp will be reviewing the risk, if issues do arise then another resolution will be sought. Realistically a new Principal will be appointed by Easter or September at the latest. There will need to be some kind of crossover period as consistency with rigour is needed, GAC cannot afford any more big changes. There are some good leaders who can be progressed in order to build resilience in the ALT. An interim VP has been considered but the costs were too high for the quality, this will be reviewed at a later date in line with the changes that have been put into place from September.

6. Committee Reports

6.1. GAS AIB

There was a very positive atmosphere at the inset day where they covered five steps to good and better. The ambition is to get to good but they are viewing it as a stepping stone to outstanding and there is high confidence that they will get there. Senior staff have improved, the SLT and Governors use of data is forensic and the Academy plan for improvement is impressive

There are some areas that still need support. Humanities have improved but still need to progress further, although the situation was identified as needing support before the exam results were received and action planning is in place. The Academy is now aiming to match wider subjects performance to Maths and English. Careers advice is working well and at results day there were only two students who were not placed into sixth form and 100% were placed into FE or training by end of the day. In IT 100% of students achieved above expected targets. The majority of parents are getting behind the policy of behaving well and attending. There were some issues with exclusions at GAS which were quite high at one point. Preventative strategies were properly introduced in January and there has since been a 45% reduction in fixed term exclusions and only two permanent exclusions. Attendance has improved and DS has improved and performed at the national level for non-DS. Expectation in the building is high and techniques are now being employed to advance the Academy to a higher level.

6.2. GAC AIB

The redundancy process is now complete and CSt chaired a disciplinary appeal early in the new term. This means that all outstanding staffing issues have now been resolved. The new Ethos AP was appointed two weeks ago and is a qualified teacher, they will be starting in January.

6.3. GAD LGB

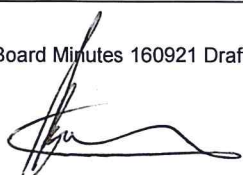
Attendance is pleasing at 95%, DS are below the 95% however, the gap has been reduced from 1.6% to 1%.

6.4. Finance Committee – *including Audit and Risk*

The October census date will impact next year due to lower numbers at GAC. GAS will have to fund the increased student numbers for this year, the Academy will benefit when the smaller year groups leave. As GAC they have less numbers than they are funded for the Board discussed whether they should be asked for a surplus budget to assist with future year's growth, previously the Board has helped to provide the shortfall from reserves. The issue is that GAC are struggling and need to recruit a new head of Maths. Budgets were discussed in detail at Finance Committee and the Committee said they would review the budgets if the proposed numbers hadn't been reached.

6.5. Personnel Committee

The last meeting took place on 13/07/16 and consisted mainly of updating policies and procedures. 0.5% of the payroll will be spent on the training apprenticeship budget which

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<p>equates to approximately £35k annually for the Trust. From September 2018 pension costs will increase by 4%.</p> <p>7. Terms of Reference 7.1. Finance Committee An updated version of the Finance Committee terms of reference has been circulated. Amendments have been received which will be completed and the terms of reference will be reviewed at the next Board meeting.</p> <p>7.2. LGB In process, to be reviewed at the next meeting.</p> <p>8. Review declaration of business, pecuniary and related parties Declarations have been received from Board members. RNE and TJE being completed at IM and will be returned to SCo to upload to the website.</p> <p>9. Governing Board Year Planner This document lists agenda items for each meeting and covers all statutory requirements. The year planner will be updated on an annual basis for September Board meeting, year planner approved.</p> <p>10. Policies Review: 10.1. Safeguarding Policy – KCSIE update The Safeguarding policy has had a significant number of changes and this has impacted on around seven other policies. The government have bought out a very large document and a summary sheet has been made available for governors. The requirements relate to the Academies and every single member of staff and staff have received training. The lead governors at each Academy are JWo at GAD, PLi at GAS and CSt at GAS. Each Academy has a checklist which all staff are required to sign to confirm they have read the policies. All staff have been trained during inset or induction training and Academies have to show evidence that they have completed the necessary training.</p> <p>10.2. Pay Policy The Pay Policy has been updated in stages. Initially the support national pay increase was agreed and the policy was adapted. The teachers increase was agreed later on and therefore the policy has been sent to this Board for approval and also to approve that the final insertion of figures will be agreed by PC at their meeting next month; Pay Policy approved pending changes to be sent to Personnel Committee meeting.</p>	<p>JCI</p> <p>JCI</p> <p>SCo</p>	<p>14/12/16</p> <p>14/12/16</p> <p>14/12/16</p>
<p>11. AOB 11.1 Bank signatories Changes to bank signatories were circulated to governors for their approval. The changes are removing CBo and adding DGe at GAC and a change of surname for an employee who has recently got married; changes approved by Board.</p>		
<p>12. Next Meetings: Board: 14 December 2016 AIB: GAC 27 September 2016 GAS 05 October 2016 LGB: GAD 11 October 2016</p>		

<u>Actions for GA Board:</u>	<u>Action By</u>	<u>Due By</u>
Review appointment of AEd	GA Board	14/12/16
Review CEO's performance	GSp	14/12/16
GA Board Skills Audit	GA Board	14/12/16

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Liaise with CV and IM re: digital marketing and social media	JWo	14/12/16
Meet with new RSC	JCI	14/12/16
Send updated LGB and Finance Committee terms of reference for approval	JCI	14/12/16
Upload declarations of interest to GA website	SCo	14/12/16



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