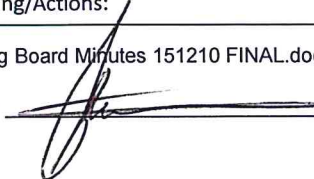


GA65 Grace Academy Governing Board

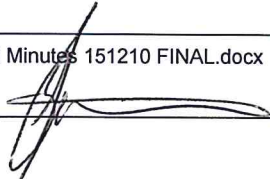
Time / Date:	14.00-16.00, Thursday 10 December 2015	
Location:	The Pavilion, Coleshill	
Attendees/Members:	RN Edmiston (RNE) - <i>Sponsor Governor/Chair</i>	G Spicer (GSp) – <i>Sponsor Governor</i>
	TJ Edmiston (TJE) - <i>Sponsor Governor</i>	TGK Boxall (TBo) - <i>Sponsor Governor</i>
	I Baker (IBa) – <i>Chair of Governors, GA Darlaston</i>	SP Chase (SPC) – <i>Sponsor Governor</i>
In-Attendance	S Coughlan (SCo) – <i>Clerk to the Governing Body</i>	
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>	

Item	Action By	Due By
<p><i>The Chair passed responsibility of chairing the meeting to GSp.</i></p> <p>1. Board Meeting:</p> <p>1.1. Apologies No apologies received.</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</p> <p>1.3.1. Directors and Senior Leaders pay progression Directors and senior leaders pay progression was emailed to the Board and agreed in between meetings.</p> <p>1.3.2. CEO leadership development overseas trip Board approved an international trip to Singapore for JCl who will be accompanied by the GAS Head of Maths. The purpose of the trip will be to share good practice. GA will meet costs, but only 50 % of costs for JCl. The trip will take place during term time in February for 1 week</p> <p>1.4. Statutory matters GSp has spoken with a potential candidate to join the Board of Governors and discussions are ongoing. The Board discussed their willingness for JCl to join the Board. SPC to check detail of constitution to identify if the CEO can be appointed to the Board, if possible JCl will be appointed at the next Board meeting. The Board discussed inviting another potential Director designate candidate as in-attendance to the next Board meeting. It was suggested that this candidate may also be invited to either LGB or AIB meetings in order to gain knowledge and engage with Academies. Succession planning was emphasised and the Board agreed that the candidate will be invited by GSp as an observer with a view to becoming Director designate.</p> <p>1.5. Review of Finance Committee Report 2014/2015 Standard Annual Finance Committee Report dated 26/11/15 was circulated to the Board prior to the meeting. The only significant change is that last year there was a separate Audit and Finance Committee. The EFA briefed GA that there is now only a requirement to have a Finance Committee therefore IBa has been appointed.</p>	<p>SPC</p> <p>GSp</p>	<p>18/03/16</p> <p>18/03/16</p>
<p><i>(CSt, JCl, JBU, JWo & MIs to joined the Board meeting)</i></p> <p>2. Minutes of the last meeting (GA64)</p> <p>2.1 IBa requested several amendments to item 4.1.</p> <p>2.2 Minutes accepted as an accurate record.</p> <p>2.3 Matters Arising/Actions:</p>		



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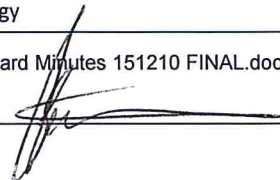
<ul style="list-style-type: none"> • Forward details of online Safeguarding for Trustees to complete; action completed and safeguarding certificates forwarded to the Academies by the Clerk. • Link with FD forums re: national figures; MIs is waiting until accounts are released and will complete in first quarter of the New Year, action carried forward. • Personnel Committee terms of reference; action carried forward. • Send letters to the Academies on behalf of Board re: results; action completed. • Send figures regarding the effect of the change to national funding formula; action completed. • Send figures re: Birmingham students attending GAS with map; action completed. • Amendments to Financial Regulations Manual; action completed. 	<p>MIs JCI/JWo</p>	<p>18/03/16 18/03/16</p>
<p>3. Committee Reports:</p> <p>3.1 Finance Committee – including risk review The main items discussed at Finance Committee are well summarised in CEO's report re: deficits in year and going forward and considering restructure. JCI to cover in item 4.1.</p> <p>3.2 Personnel Committee – including increased membership & new contracts for employees (Teaching and Support) SPC has been appointed to Personnel Committee as it necessary to have more than one Board member on the committee as instructed in the GA memorandum and articles. New contracts for new employees have been implemented from September for teaching and support staff and no issues have been raised. In respect of support staff there is a change to their holiday entitlement. Annual leave will now be allocated from 1st September to 31st August to align with the academic year. Generally support staff will not be permitted to take annual leave during term time apart from Premises, Foundation and Ethos teams. There has been no objection to the date change for allocation of annual leave as long as staff do not miss out on the number of days owing to them. Issues were raised in regards to working in term time and have been resolved individually at each Academy. Annual leave and appraisals will be now allied for support and teaching staff. Personnel Committee have also focused on performance management and career stage expectations. Teacher's career stage expectations have been completed and the committee is working towards support staff careers stages and these will be operational from September 2016.</p> <p>3.3 GAS AIB Members remain the same and consideration of the shadow board has been deferred to the Easter term. Constitution of the new board to be discussed. The AIB has met with senior staff, attended data point meetings and received reports, the AIB are impressed with the way staff have progressed. The LA governor conducted a review of Safeguarding and DBS.</p> <p>The recent open evening was well attended. The current Y7 intake is 154 which is a considerable increase on the previous year. 6 permanent exclusions have taken place for either violence or persistent disruptive behaviour and the behaviour around the Academy and classrooms is much improved. Better feedback was received at parents evening. The Principal and Chair attended a meeting at the LA (Local Authority) regarding changes to LA staffing. They were also informed that students attending alternative provision will now be on the LA's roll rather than the Academies which will be positive for outcomes and attendance.</p> <p>As of yesterday English have banked 71% and Maths 58% A*-C and are predicting 68% by the end of the year.</p> <p>There is a major concern with the roof as it has separated away from where it was constructed and in bad weather water comes into the building. Liability to the building contractor has been explored and is not an option. DGe has applied for a grant to help meet costs. MIs to liaise with suggested contact from IM properties to obtain an additional quote.</p> <p>3.4 GAC AIB – including increased membership The AIB are looking to increase the number of governors on the Board to provide more robustness to the AIB and assist with pre-exclusion level panels. CSt is meeting with a business partner in January who is a positive candidate, with a view to them joining the AIB. The AIB have also been considering policies.</p> <p>The Ofsted monitoring visit took place in November and they were positive about the new leadership team, 2 new Sencos, numeracy policy, the Governing Board and support provided by JCI and the AIB. However they were critical of the SEF.</p>	<p>MIs</p>	<p>18/03/16</p>



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<p>There will be a data point next week which will produce the latest figures. Key data will be taken from Y11 mock exams and will be externally moderated by Sponne. A strong set of figures are needed to present at the next Ofsted visit. The judgement will depend on teaching, behaviour for learning and proving mock exam results are 'correct'. The Board queried whether there are any areas of concern. CSt advised that overall quality of teaching is not fully consistent, the more stable staffing hasn't been in place long enough to show the impact and current outcomes are not high enough. The Board asked how the staff morale is within the Academy. It was discussed that staff commented positively and the student's attitudes are also encouraging. Staff do find the monitoring visits relentless which are currently around every 6 weeks and it takes a lot of emotional energy and has a negative impact. The new leadership team is better and more focused. The VP and Ethos AP continue to work hard with local primaries and are gaining positive comments. Issues remain with last year's outcomes for attainment and special measures position despite GAC performing much better than competitors in Coventry. The new SEN team has forged strong links with the LA and is working closely with them which is a real step forward.</p> <p>3.5 GAD LGB The Staffing Committee process has begun and there are to be 6 compulsory and 2 voluntary redundancies to be completed before Christmas.</p> <p>Behaviour continues to be good. Data presented at the last LGB meeting, based on mocks, was predicted at 50% 5ACEM by the end of the year. Grade boundaries for all mock exams have been lifted by 4 points. Exams are being sat blind and teachers are not marking their own students work. More consistent links with Sponne and Aston Manor have been taking place. There are some subjects that Csa is concerned about and GAD adopting very similar strategies to those at GAS. JBu has been training some of the middle leadership team. Y7 parent's feedback shows they strongly agree with the positives. Sixth form delivery is being closely monitored in most academic subjects. The Chair has confidence in the Principal and GAD will soon be recruiting a sixth form AP.</p> <p>Csa has been involved in a cluster group with 2 other local academies and a review took place. JCI completed an additional teaching and learning review where he observed 61% good or outstanding teaching. JCI commented that the marking is some of the best he has seen anywhere. Y9 History was exemplary in feedback and providing opportunities for students to respond.</p>		
<p>4. Executive Reports 4.1 CEO Report Literacy is a key issue across all 3 Academies. APS levels at KS2 are significantly below national averages at GAD, 109 students can't access the work as they are so significantly below their reading ages/literacy levels. GAD are working towards focusing on younger students. All Y7 and Y8 students have been tested for reading ages in tutor time and spend 3 mornings a week with readers for individual support where required. At GAD there is a separate group as access is very low and students cannot be taught in the mainstream. There are approximately 14 students in the group and clear exit strategies have been established.</p> <p>4.1.1 Published Admission Numbers and Proposed Changes at GAS GAS is proposing to limit numbers in each year group. This means a reduction in being required to take anyone who has been excluded locally or who moves into the area. It is proposed that the PAN will move from 210 to 180 for 2017. Some of the classroom sizes also make it impossible to seat 30 students appropriately. If it is decided to change the PAN it can be quite easily altered again the following year. The Board challenged classroom sizes not being able to accommodate 30 students. SPC advised that all classrooms were designed on standard meterage plus 240 extra square metres meaning classrooms are above standard sizes. It was noted that the curriculum has changed in terms of what has to be provided and how it is delivered. The Board discussed reluctance in reducing the PAN as bigger numbers are needed. JCI stated that GAS know their market share and it will not be more than 180 so they wouldn't be losing any student numbers by reducing the PAN. Board approved consultation on reducing PAN to 180 for 2017; to be reviewed annually.</p> <p>4.1.2 Recruitment of Students Strategy The recruitment of students was highlighted as a key risk for GA by the risk subcommittee. Work is ongoing to drive up numbers. There have been no increases at GAC, a small number at GAD and GAS remains the same as in the current year. Trustees requested a clear 3 year strategy from each the Academies for recruitment in order for the Board to hold them to account. AIB's/LGB's are charged to produce the strategy with Principals and JCI.</p> <p>4.1.3 MAT strategy</p>	<p>CSt/IBa/JBu/ JCI</p>	<p>18/03/16</p>

Signed by Chair

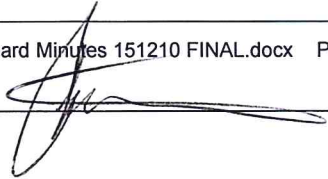


Date

18/03/16

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<p>The Board previously expressed it's keenness to expand. JCI and DGe met with a primary Headteacher today to discuss them potentially joining the GA MAT. One primary school would not be cost effective or financially viable. Therefore the Board needs to think about how to move forwards on expansion. GAC is in special measures and will have a final visit early next year, if they receive an RI judgement it will be harder to recruit local primaries with a view to them feeding into GAC.</p> <p>4.1.4 Outcomes and Progress Update GAD 5ACEM is 29% and P8 has moved to -0.3 which is considerably better than at the last data point. GAC are waiting for their next set of data. GAS have improved to P8 -0.1 with the Maths results.</p> <p>4.1.5 IT and HR XMA is providing ICT support. Some historic HR issues are being picked up and dealt with. Overall there has been a positive change and money is being saved. Much of the work has been subsumed into roles within the Academies.</p> <p>4.1.6 Finance It has previously been discussed that all of the Academies will overspend, the amounts are higher than previously expected mostly due to the 'clawback'. The biggest issue is at GAC where they are in a difficult financial position. The Board needs to be mindful that GAC are also in special measures and although they should be told to pay back the full deficit, setting a reductions process now will be counterproductive. CBo and JCI are working hard to try to drive costs down. At GAC the student intake forecast submitted was not met which has added to the negative financial position. Next year Academies will benefit from lagged funding meaning forecasts will be more accurate. The Board queried what the surplus being carried forward would be if the Board are minded to absorb the deficit. JCI replied that the additional funds would potentially be another £250k-£300k on top of the original overspend figures that were submitted, a total of £700k. The Board approved using reserves to fund the additional overspend. It was noted that meeting the deficit means that the remaining reserves will be around £800k and there are other additional reserves tied up in restricted funds.</p> <p>4.1.7 Staff reductions – principle Any staffing reduction process would need to commence in January to meet timescales, therefore a decision needs to be reached at this Board meeting. Staffing reductions may be likely for GAC and GAS, if necessary. GAD have recently completed a reductions exercise which is why a reduction process is not being proposed for them. Student numbers will be more precise in January and it would be at this point that any discussions about reductions would need to take place. The Board approved potential reduction process at GAC and GAS and permitted the Academies to start the process, if necessary, following discussions in January. JCI to report at the next Board meeting in March.</p>	JCI	18/03/16
<p>5. Admissions Numbers into Academies Covered by item 4.1.1.</p>		
<p>6. Scheme of Delegation Changes have been made to the scheme of delegation. Finance and budget limits have been increased as the Academies move to more control and accountability for finances. B19 (Determining additional FTE, changes to: designations, job descriptions) has moved from AIB/LGB to Personnel Committee. J7 (Amendments to facilities - redesignation) has moved from Academy Directors to Principals as has M3 (To respond to Freedom of Information requests) because the Academies are now responsible for facilities and FOI requests. In regards to FOI JWo still has an overview on challenging cases and the scheme of delegation states 'in consultation with AD'.</p> <p>The Board noted that are facilities within each Academy that are designated and have been paid for by the Foundation. Additionally the Principal may over time make decisions that cannot be taken in isolation of the design of the building without some understanding of what it was before, otherwise there could be significant cost implications. It was agreed that a caveat will be included to read 'Principal to recommend. AD to review on behalf of GB'; JWo to amend.</p>	JWo	31/12/15
<p>7. Guidance for Ethos and Values A new paper has been produced by the Ethos Strategic Leader in conjunction with Principals. The Guidance for Ethos and Values document has been circulated to the Board for information.</p>		
<p>8. Policies Review: 8.1 Collective Worship Collective worship policy circulated with changes highlighted in yellow; policy approved. 8.2 Pay</p>		



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<p>This policy is still under consultation with Unions and will be sent out to Board members to consider outside of the meeting following final amendments. This pay policy applies back to September 2015.</p> <p>8.3 RSE RSE policy has been rewritten and was circulated prior to the Board meeting for Trustees to consider; policy approved.</p> <p>8.4 Safeguarding There have been some changes as a result of Keeping Children Safe in Education 2015 and aligned to comments made by Ofsted during monitoring visits. All changes are highlighted in yellow. This policy is linked to the Statement of Procedures for Dealing with Allegations of Abuse Against Teachers and Other Staff and Volunteers; policy approved.</p> <p>8.5 SEN Changes highlighted in yellow, these are small Academy specific changes. JCI queried if the policy refers to a report for the website, JWo to check; policy approved pending any changes as a result of JWo action.</p>	JWo	31/12/15
<p>(PAo to join the Board meeting)</p> <p>9. Signing of Accounts GSp welcomed PAo to the Board meeting. PAo attended the last Finance Committee meeting and talked through the annual accounts report. PAo advised that the unqualified audit report was good, the process has been fairly smooth and the outcome is a clean opinion. The key change is in terms of the way the Trust prepared the accounts, the process has now been simplified and will be more efficient going forward. The only issue flagged to Finance Committee is the amount of funds invested into the Academies this year in 2014-15. If the Trust were to continue to invest at the same rate cash could start to diminish quite quickly and more sophisticated forecasting would be required going forward. Historically there have been strong cash balances and any future decisions may change that.</p>	JWo	31/12/15

<u>Actions for GA Board:</u>		
Action:	Action By	Due By
Link with FD forums re: national figures;	MIs	18/03/16
Personnel Committee terms of reference;	JWo/JCI	18/03/16
Check detail of constitution re: CEO appointment to Board;	SPC	18/03/16
Invite Director designate candidate to Board meeting;	GSp	18/03/16
Liaise with suggested contact from IM properties to obtain an additional quote for GAS roof;	MIs	18/03/16
Produce 3 year student recruitment strategy with Principals to present to Board;	CSt/IBa/JBu/JCI	18/03/16
Report to Board re: reductions process;	JCI	18/03/16
Scheme of delegation amendment;	JWo	31/12/15
Circulate Pay Policy to Board for approval following final amendments;	JWo	31/12/15
Check SEN policy for reference to website report.	JWo	31/12/15

