



King's Group
Academies

Minutes of King's Group Academies Board Meeting held on the 14th March 2018
at 11.00 a.m. at Northern Parade School, Portsmouth

Present:

Sir Roger Fry	Chairman		
Graham Best	Trustee		
Elena Benito	Trustee	~	Skype
Bhavya Shah	Trustee	~	Skype
M. J. Holloway	Trustee		
Terry Parkin	C.E.O.		
Michael Cooper	Trustee		
Alan Davison	Trustee		
Nigel Lelew	Trustee		
Ben Williams	Trustee		
Amanda Harris	Trustee		

In Attendance:

Sue Collins	Finance Director		
Di Smith	Adviser to the Board		
Claudine Menashe-Jones	KGA Development Adviser	~	Skype
Geraldine Underwood	Clerk		

1. Apologies and Declarations of Interest.

No apologies received.

No Declaration of interests.

2. Minutes of the meeting 13th December 2017 and Action Log

The Minutes of the meeting of the meeting held on the 13th December 2017 were previously circulated to everyone present. The minutes were accepted and agreed as a true record.

Sir Roger requested that we have a Strategic Plan with a date timeline. **ACTION: T. Parkin and S. Collins**

Following meeting send a link to the Board so all of the documentations is in one specific file. **ACTION: S. Collins to set up file using google drive.**

A visual overview grid to be produced that lists the schools in the Trust (and also the schools in the pipeline), the date of joining the Trust and the number of pupils attending the school. **ACTION: T. Parkin**

No matters arising. All actions from the Action Log are completed or in hand.

3. Chair's Update

Sir Roger said that the CEO has achieved a harmonious relationship with Bracknell Forest Local Authority and gave thanks to the CEO for having engineered good relationships.

Sir Roger reported that he has had a meeting with Lord Agnew, Parliamentary Under Secretary of State at DfE.

4. CEO's Report

We have committed to purchase a performance management system from Bluesky which is estimated to save around £100,000 per annum in staff time. This will allow reporting at a number of levels including giving the Board assurance that the programme is fully implemented. This replaces paper based systems at four schools. The system will allow the setting of group objectives and develop the concept of a golden thread through performance management.

The Headteachers board have developed a balanced scorecard. This has been reviewed by the Education and Standards Committee.

Mr. Parkin reported to the board that he would like to measure progress against the Fischer Family Trust as they develop a package that is designed to support schools in analysing school performance data.

Mrs. Menashe-Jones said that she would like to see the definite predictions and data outcomes with regard to Lyndhurst Junior School as it is critical. Mr. Parkin to share with Mrs. Menashe Jones the outcomes predicted for Lyndhurst Junior School. **ACTION: T. Parkin**

King's Academy Ringmer and Lyndhurst Junior School remain on track for their best ever results although King's Academy Ringmer will be impacted for one further year by its formerly non-compliant curriculum.

College Park Infant School, Northern Parade Infant and Northern Parade Junior Schools have joined the group. Meetings have also been had with both other schools and small MATs. There is general consensus that there is little appetite for conversions at present. However, following very useful discussions with the Regional Schools Commissioner for Bracknell Forest, we have been given authority to contact a large 650 pupil primary school in Bracknell. Trustees will want to be aware that this is an underperforming school.

We have not heard from the DfE regarding the bid for the capacity grant (£100,000) or our bid to the ESFA for up to £1.5m to support KAR. Mr. Parkin reported that without the latter grant, the Board will want to know that it is the view of himself and Ms. Collins that Kings Academy Ringmer is likely to struggle for numbers in the short and medium term owing to the very low numbers of pupils in its catchment area.

The contract with Portsmouth City Council to provide HR, payroll and legal services begins on the 1st April.

Kings Academy Ringmer has provided excellent support to Sarah Howells with interviews for King's Academy Binfield taking place there over the last month.

Mr. Martindale has secured the headship of a new school to open in September in Salisbury and adverts for the new Head of School are out with a view to appointing for a September start. Mrs. Anderson (Executive Headteacher) will continue to run the school. A letter of goodwill to be sent to Mr. Martindale **ACTION: T. Parkin**

A new governing body has been established to oversee College Park Infant School and Lyndhurst Junior School under the chairmanship of Mr. Hugh Whitaker who was the very effective chair of the former College Park Infant School. Similarly, a new governing body has been established at Northern Parade building on the very successful governing body of the predecessor schools. To ensure these are effective, Jenny Barnard-Langston, a National Leader of Governance and who led the very effective review of governance at King's Academy Ringmer, has been contracted to review governance in the coming months. After discussion it was suggested that Mr. Parkin ask Jenny Barnard-Langston to do the same review process with the King's Board. **ACTION: T. Parkin**

Mr. Parkin said that key risks update are:

Risk	Mitigations in place
Financial viability and growth strategy	Sir Roger has met with Lord Agnew, to seek some clarity around this. RSC (BF) agreed that we might approach one of the BF schools. Awaiting on two major bids
Performance at schools in summer external examinations	Good external evidence that standards at KAR and LJS continue to rise. Concerns remain about NPJS. CeX to give update.
NPS Building Program	Portsmouth City Council undertaking two major building programs at Northern Parade. Effective project board in place but risk of overrun apparent.
Number at King's Academy Ringmer	Latest figures suggest 100+ (with 92 only in catchment). Strong and effective relationships with ESx and ESFA.
KAB	Strong and effective relationships with BFC.

	Amen Corner is a very significant risk to both the Council and to KGA Options presented to BFC.
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After discussion regarding Amen Corner Terry said that he could see no significant risks and he would like the board to ratify that they support the concept of Amen Corner opening September 2019.

Questions were open to the Board.

A very descriptive discussion took place regarding 'Do men get paid more than women' ~ Gender pay gap. Mr. Williams said that it doesn't necessarily mean that men get better salaries. If we have transparent pay scales you should see a pay transparency. It was agreed to get the figures and look at the situation. A report to be written. **ACTION: S. Collins.**

5. Education and Standards Committee

Mr. Davison summarised to the Board the Education Committee Report.

It was agreed that at the next meeting a discussion needs to be put on the agenda regarding data, pupil progress and predictions and that The Fischer Family Trust information used as a base for performance management and the setting of targets, and to make use of RAG ratings to help the Board understand progress. **ACTION: T. Parkin** to continue to develop the balanced scorecard and to look at how RAG ratings might be introduced against nationally agreed standards.

6. Strategy Item: Balanced scorecard

The score cards are of value and the intention is to update the scorecards termly and ensure it is rag-rated as it is a model for understanding the performance of schools. Further items to be included on the scorecard are staff turnover, year prior to the year externally validated, clear view of trends to enable 'the journey' is clear and designated groups by prior attainment, protected characteristic etc.

7. Finance and Audit Committee

Mr. Williams summarised key financial concerns to the Board and gave an update on the accounts to January 2018 and projected budgets. He also outlined to the Board the need for more schools to join KGA as it is difficult to expand along with financial implications. **ACTION: T. Parkin** to work on the Acquisition Plan. After discussion it was agreed that Mr. Williams accompany Sir Roger to the scheduled meeting with the Regional Schools Commissioner in April.

Ms. Collins left the room. The Financial Director post is no longer a part-time role due to the additional work associated with the new schools. It was proposed and agreed by all for the role to be made full time. Ms. Collins returned to the room. **ACTION: to be actioned by T. Parkin**

The Reserves Policy was discussed and it needs to be redrafted **ACTION: S. Collins**

GDPR ~ An audit process is required **ACTION: S. Collins** to ask existing auditors to consider undertaking the task initially through a developing internal audit function.

Thanks were given to Mr. Williams and also for agreeing to go with Sir Roger to the meeting with the RSC.

8. Finance and Corporate Affairs update

Acquisition of Schools Lessons Learned

Ms. Collins gave a summary to the Board regarding the acquisition of schools and problems that have occurred with banking and accounting processes. After discussion it was agreed to possibly draw up a list as an induction programme. **ACTION: S. Collins**

Common Systems

Ms. Collins reported that KGA will be using the following common systems across the Trust:

- ❖ HCSS Accounting and Budgeting
- ❖ Portsmouth City Council Payroll, legal advice and H.R.
- ❖ My Concern safeguarding reporting
- ❖ Bluesky Performance Management
- ❖ Aspire/Fisher Family Trust reporting on students' performance

Ms. Collins stated that this standardisation would help with GDPR monitoring as well as efficiencies in general.

Policies

The Policy Review process is in place to look at all the statutory and HR policies across all the schools to see which ones to adopt nationally and which to leave to academies to decide locally. An update will be given at the next meeting. **ACTION: S. Collins**

Policy Update (pay policy)

A further draft of the Pay and Conditions Policy is being prepared. The policy is going through a review process and will then be ready for approval. After discussion it was agreed that Amanda Harris, Ben Williams and Sir Roger make the final decision on terms and conditions.

Thanks were given to Sue for her continued hard work.

Vision and Mission Statement

It was agreed at the last meeting that M.J. Holloway would draft a text that included reference to Christianity in the KGA Vision and Mission Statement but that reference needed to be balanced to protect the KGA's status as a non-faith MAT and its open admission policies. The Board agreed, 8 to 2, a revised ethos paragraph which included reference to Christianity and protected the KGA's status as a non-faith MAT. Some work on implementing was also agreed. **ACTION: M.J. Holloway**

9. AOB ~ Agenda Forward Look

Agree Amen Corner.

Fischer Family Trust at next meeting.

Acquisition Plan.

Governors Training Questions and Answers ~ Training needs analysis

10. Date of Future Meetings

The next King's Group Academies Board Meeting will be on the 20th June 2018 at 10.30 a.m. in Binfield.

Action Log for the next meeting to be held on the 20th June 2018

The Strategic Plan with a date timeline	T. Parkin	June Board
Link to documents in one file on google drive	T. Parkin	June Board
A letter of goodwill to be sent to Mr. Martindale	T. Parkin	immediate
Jenny Barnard-Langston to be asked to do a governance review of the Board	T. Parkin	immediate
Advice to be given to Sir Roger for the meeting with the Regional Schools Commissioner	A. Davison and C. Menashe-Jones	immediate
TP to discuss likely Meeting regarding outcomes of Lyndhurst Junior School	T. Parkin and C. Menashe-Jones	Done (for meeting with RSC)
Develop the balanced scorecard	T. Parkin	Next Committee meetings
Financial Director role to be made full time	T. Parkin	immediate
Acquisition Plan review (as part of revised Strategic Plan)	T. Parkin	June Board
Reserves Policy redrafted	S. Collins	September Board
GDPR audit process is required	S. Collins	June Board
Personnel records ~ Clause to be put in contracts	S. Collins	June Board
Gender Pay Gap Report	S. Collins	June FAC
Induction programme for new schools	S. Collins	September Board
Policy review	S. Collins	September Board