

## GOVERNANCE AT GURU NANAK SIKH ACADEMY LIMITED

Guru Nanak Sikh Academy Limited is a company, a single legal structure that is responsible for maintaining, managing and operating two schools, Guru Nanak Sikh Academy and Nanaksar Primary School. There is a Board of Directors, known as the Strategic Board and each school has their own Local Governing Body.

### Members

Mr S B A Singh Ji

Mr A Singh

Mr G Singh

Dr P Bhullar

The members are like shareholders in a company. They have ultimate control over the Academy Trust or MAT with the ability to appoint trustees (the company directors) and have the right to amend the trust's articles of association.

### Strategic Board of Directors 2016/17

Dr S S Gakhal Chair

Dr P Bhullar

Mrs J Chadwick

Mr K Chana

Mr R Sandhu Executive Principal

Mr P Ryerson Vice Chair

Mr J Sidhu

Mrs G Sidhu

Mr S Singh Nahal

The Strategic Board has broad legal responsibilities including;

- making sure the MAT complies with the law and its governing document, e.g as the Company is a registered charity it must have due regard to guidance from the Charity Commission, as well as requirements in the funding agreement, articles of association and the Academies Financial Handbook;
- acting responsibly, in the interests of the academy trust;
- exercising independent judgement;
- managing any conflicts of interest;
- exercising reasonable care and skill, using relevant personal knowledge or taking professional advice where appropriate;
- promoting the academy trust's success.

The rules about how any academy trust should be run are set out in a legal document the **Articles of Association**, and in a multi academy trust, delegation to academies and schools and their local governing bodies are set out in a **Scheme of Delegation**. As both schools received a 'good' grading

from their most recent OfSTED inspection, the Strategic Board decided to delegate most decision making to the Local Governing Bodies. The Local Governing Bodies function in much the same way as maintained governing bodies and have some appointed and elected governors. In appointing governors the Board analysed the skill set of existing governors using the National Governors Association Audit of Skills and then advertised and interviewed applicants to fill the gaps in their skill set. Staff and parent governors are elected.

Whilst the Strategic Board delegates functions to the Local Governing Bodies, accountability cannot be delegated and the Strategic Board remain accountable for all the decisions taken by the Governing Bodies and committees. That is why we are set up to have a majority of Board members on each governing body.

### Local Governing Bodies 2016/17

<b>Guru Nanak Sikh Academy</b>	<b>Appointed/Elected</b>	<b>Nanaksar Primary School</b>	<b>Appointed/Elected</b>
Mr Ken Chana <b>Chair</b>	01/09/2013	Dr Punam Bhullar <b>Chair</b>	01/09/2013
Dr Punam Bhullar (Staff)	01/09/2013	Mr Gurdev Banwait	01/05/2016
Mrs Jenny Chadwick	01/09/2013	Mr Jaspal Bhogal	01/05/2014
Mr Chancel Chowdhry	01/09/2016	Mrs Jenny Chadwick	01/09/2013
Mr Jasbir Dhariwal (Parent)	01/09/2015	Mr Ken Chana	01/09/2013
Mr Dawinder Heer (Parent)	01/09/2015	Mrs Dina Khilnani (Parent)	05/02/2015
Mr Mohinderjit Johal	01/09/2015	Mrs Nicky Virdee	01/11/2015
Mr Peter Ryerson Vice Chair	01/09/2013	Mr Rajinder Sandhu	Ex-officio
Mr Rajinder Sandhu	Ex-officio	Mrs Gurpreet Sidhu	01/09/2013
Mr Jaskamel Sidhu (Staff)	01/09/2013	Mr Prashant Soneji	01/09/2013
Mr Arun Thakur	01/09/2016	Mr Peter Ryerson Vice Chair	01/09/2013

**Committees of the Governing Bodies** There are 3 main committees that work across both schools.

<b>Finance including Audit</b>	<b>Personnel</b>	<b>Standards and Curriculum</b>
Mr Ken Chana Chair	Mr Peter Ryerson Chair	Mrs Jenny Chadwick Chair
Mrs Jenny Chadwick	Mr Gurdev Banwait VC	Mrs Punam Bhullar
Mr Chancel Chowdhry	Mr Dalwinder Heer	Mr Rajinder Sandhu
Mr Jasbir Dhariwal	Mrs Dina Khilnani	Mr Jaskamel Sidhu
Mr Mohinderpal Johal	Mr Rajinder Sandhu	Mr Prashant Soneji VC
Mr Peter Ryerson VC	Mrs Gurpreet Sidhu	Mr Antonio D'Onofrio (SLT)
Mr Rajinder Sandhu	Mr Arun Thakur	

In addition to the above we have the following Committees that also work across both schools with Terms of Reference to guide their work.

<b>Admissions Panel</b>	<b>Pay Committee</b>	<b>Health and Safety</b>
Mrs Jenny Chadwick Chair	Mrs Jenny Chadwick Chair	Mr Aftab Ahmed
Mr Ken Chana	Mr Ken Chana	Mr Jaspal Bhogal
Mr Jaskamel Sidhu	Mr Peter Ryerson	Mr Dawinder Heer Chair
Mr Naresh Chandla		Mrs Cathy Luxon

The Strategic Board and each Local Governing Body meet once each half term, 6 times per year. Committees also meet 6 times per year. The Executive Principal attends all Strategic Board and Local Governing Body meetings as well as the Finance Committee. Members of the Senior Executive Team from Guru Nanak Sikh Academy attend all GNSA Governing Body meetings and committees the Deputy Head of Nanaksar Primary attends all Nanaksar Primary Governing body meetings.

Specific panels of the respective governing body are convened as and when required for;

- School Complaints
- Staff Grievance and Discipline
- Pupil Discipline.

We also have a nominated governor, Peter Ryerson who regularly visits each school to check that we are compliant and diligent in respect of Safe Guarding and Child Protection and Special Educational Needs and Disabilities of Pupils (SEND).

For attendance at meetings throughout the year please refer to the Accounts 2015/16 Document, under Governance, on our web site.

### **The Purpose of Governance**

Our Strategic Board and the two Local Governing Bodies have three core functions

- Ensuring clarity of vision, ethos, and strategic direction;
- Holding senior leaders to account for the educational performance of the organisation and its pupils, and the performance management of staff;
- Overseeing the financial performance of the organisation and making sure its money is well spent.

We meet the core functions through attending meetings, analysing performance data, scrutinising and analysing reports from senior leaders, analysing surveys of pupils, staff and parents and visiting the school to check out the reality of what we are told.

Each committee draws up a programme of focused Governor Visits that will be made each year to look at specific areas. Recent visits have explored how funding for disadvantaged pupils is being managed and spent in terms of the impact on pupils. Another visit looked at the Canteen and school meal offering because we were concerned about obesity levels in the primary sector. Governors as part of their induction take part in Learning Walks with the Executive Principal. As well as focused visits, directors/governors support pupils, staff and parents by attending school events such as concerts and parent workshops.

### **Governing Body Effectiveness and Impact.**

The significant challenges we faced in 2015/16 included

- Keeping a balanced budget for each school
- Maintaining high standards, pupil progress and attainment in a changing assessment context at Key Stage 2
- Ensuring that literacy levels were maintained when many pupils live in homes where English is not spoken.

- Staffing GNSA with appropriate specialist teachers to deliver a broad and balanced curriculum.
- Maintaining the momentum for Nanaksar Primary School to stay open when the new buildings showed no sign of materialising.
- Managing the budget in order to not only maintain resources but to develop provision to benefit our students. We are seeking to develop sixth form provision, update technology in all areas and refurbish some areas.

We managed the budget well by reducing our staffing expenditure whilst not compromising the quality of teaching and learning. Benchmarking showed that our expenditure on staffing was high compared to similar schools. By working with senior leaders, not replacing some staff that left and by increasing contact hours we reduced staffing costs and balanced the budget. Our staff were very co-operative at all levels, preferring additional contact hours or working across groups to making any staff redundant.

Our results at Key Stage 2 show that we are broadly above local and national levels but we are not complacent because pupil progress is not where we want it to be, particularly for able pupils.

We continue to focus on reading and writing at all levels and stages because whilst our pupils are good at acquiring the mechanics of English their understanding of the nuances of language and depth of meaning in texts is a weaker area.

Recruitment of specialist teachers for the secondary curriculum is an issue facing many schools but we continue to provide a broad and balanced curriculum through the English Bacallaureate and National Curriculum. Staff have also co-operated well and in some cases teaching the second subject of their degree in addition to their first subject.

Directors and governors, well supported by parents have expended considerable time in trying to progress the new build of Nanaksar Primary School. We expect a decision in the very near future.

By prudent expenditure we are accruing some funding in order to develop sixth form provision and update our technology to benefit all members of the school community.

### **Achievements and Impact**

We have a full complement of governors for both schools with the necessary skills to take the schools forward. In particular we recruited some governors with business experience and our Finance Committee has worked effectively with the Finance Office and Business Manager to improve both our financial management systems and reporting. But for the issue of the outstanding loans, (outside governors jurisdiction), our Financial Notice to Improve would be removed. The external audit reports on our accounts and systems are positive.

We have worked with the Executive Principal to re organise the secondary and primary leadership and management teams to better meet the educational needs of our pupils. We have clear roles and responsibilities at senior and middle leadership levels, with more specialisation and accountability.

Our performance data and tracking of students has improved and we can now more accurately follow groups such as disadvantaged students. The Standards and Curriculum Committee are diligent in holding the school to account and supporting improvement. Overall our schools are performing well, most areas are above local and national averages. Further information can be found under the Attainment and Progress tab on our web site.

For more information on the role of governors, see the Governance Handbook 2017 and the Framework of Competencies for Governors.