



**MINUTES OF THE YOUNG PEOPLE'S ACADEMY (YPA) /THE SKILLS HUB  
(TSH) LOCAL GOVERNING BODY (LGB) MEETING HELD ON WEDNESDAY 9<sup>TH</sup>  
NOVEMBER 2016 at 11.00am**

Members: \* Mrs M Francis (Chair)  
 Ms K Everett (Vice Chair)  
 Miss L Cornwell (Headteacher)  
 Mrs I Callaby  
 Councillor P Davis  
 Ms E Horrigan  
 Mr E Lumley  
 Miss H Watson

\* Denotes absence

Also Present: Ms S Challenger – Clerk  
 Mrs B Scott – Head of Finance (Academies)  
 Mr P Chambers – Deputy Headteacher (TSH)  
 Mrs M Lentes – Deputy Headteacher (YPA)

The meeting commenced with a presentation from Mr Chambers on Skills Coaches at TSH.

The following matters were discussed:

The role of Skills Coach has been developed in response to the need, expressed by both students and teachers, for high quality mentoring. Pupils at TSH often come from a place of low self-esteem and low aspiration; TSH aims to build up their self-confidence and raise their aspirations in preparation for entering the world of mainstream education and work. It's about improving life chances, of which improving employability is a key part.

Pastoral care is crucial to helping young people from complex backgrounds access education in a meaningful way. It is important to connect with the individual and create a positive relationship, something many young people at TSH may never have experienced with an adult before. Skills Coaches offer a young person-led approach to mentoring.

There are five Skills Coach tutorial groups with 8-9 students per group. Groups are named after the TSH values, with the aim of emphasising pride and creating a sense of belonging. Students begin the day with target setting, which creates a positive structure. Skills Coaches work closely with their students throughout the day,

including a tutorial slot which emphasises group bonds and allows for the delivery of topical talks on subjects like careers and safeguarding.

Students will initially sketch out a life plan with the Skills Coach; this then forms the basis of their work together, providing a point from which the Skills Coach can encourage the student to look beyond the immediate and begin to shape the kind of future they want for themselves. Work is carried out through focused 1:1 meetings (three per half term), which allows for focus on progress and any issues arising. The Skills Coach will support the student through induction all the way to transition.

Mr Chambers presented a case study of a student whose aspirations had been considerably raised through the Skills Coach programme, and emphasised that this work had been supported by the whole school community.

Measuring the impact of this programme is important; a recent student survey shows an increase in the number of students who feel safe and supported. All students surveyed agree that the working relationship is a positive one. Mr Chambers said that although he does not have the data to hand, attendance is also up and he feels this also reflects positively on the programme. Young people are beginning to grow their dreams and know what they can do once they leave school – crucially, Mr Chambers said, he is seeing that TSH students want to achieve.

Governors thanked Mr Chambers for his presentation. KE credited Mr Chambers' hard work on this matter for the positive progress being made. Mr Chambers said it was a whole school effort.

Ms Challenger said she would upload a copy of Mr Chambers' presentation to the redesigned governors' portal which is shortly to go live.

## 1. Apologies

Apologies for absence were received from Mrs Francis. Ms Everett said that Mrs Francis hoped to attend the next LGB meeting in March, and in the meantime had asked Ms Everett to convey her congratulations to all at YPA and TSH for the successful free school bid and the continued positive running of both schools.

## 2. Declarations of Interest

- i. The following interests were declared and **NOTED**:

Ms Horrigan declared that she is the Head of Harlington School, which occasionally commissions places from TSH.

Ms Everett declared that she is currently on secondment to Surrey County Council, which occasionally commissions places from YPA.

- ii. Governors were reminded to return their annual declaration of interest forms to the OHC&AT Governance Manager if they have not already done so.

### 3. Skills Audit Analysis

Governors were reminded to return their skills audit forms to the OHC&AT Governance Manager if they have not already done so.

### 4. Constitution and Appointments

- i. Governors were advised that Mrs Francis has indicated that she would be willing to stand as Chair of the LGB until autumn term 2017. Other nominations were invited but none were received. Governors voted unanimously in favour of Mrs Francis being Chair until autumn term 2017.
- ii. Governors were advised that Ms Everett has indicated that she would be willing to stand as Vice Chair until autumn term 2017. Other nominations were invited and none were received. Governors voted unanimously in favour of Ms Everett being Vice Chair until autumn term 2017.

Both appointments will be ratified by the Family Board at its meeting on 9<sup>th</sup> December 2016.

- iii. Governors **NOTED** that a vacancy exists for a parent governor at YPA.

**Action: Mrs Goodsell (OHC&AT Governance Manager) to run an election for a parent governor at YPA.**

- iv. Governors **NOTED** that the parent governor vacancy at TSH may now be filled by any parent of a child of school age. Ms Everett said she has discussed this with Debbie Capon, OHC&AT Family Liaison Officer, but that she would welcome any ideas for representation from Governors.

### 5. Minutes of Last Meeting

Governors **RESOLVED** to agree and sign the minutes of the last meeting held on 15<sup>th</sup> June 2016.

Ms Everett signed on behalf of Mrs Francis.

### 6. Matters Arising

#### CAMHS

- i) Further to minute 5, Ms Challenger confirmed that she had contacted Jane Park who provided some useful advice. Miss Cornwell confirmed that YPA now employs a clinical psychologist for two days per week, which is having an enormous positive impact on both students and staff. Miss Cornwell is looking at how to extend this impact to TSH as well. Ms Everett noted that this would further help Skills Coaches to support their students with any issues that may arise.

### Governor visits

- ii) Further to minute 5, Ms Everett said she had been unable to discuss learner walks with Mrs Francis due to the latter's recent illness. This item will be followed up in due course.

### Equality Objectives

- iii) Further to minute 6, Cllr Davis confirmed that he has supplied details of Northwood Synagogue to Miss Cornwell.

## **7. Headteacher's report and dashboards**

### **YPA**

#### **7.1 Students**

YPA now has 63 students on roll, which is great news for the school. A small number of students have moved or will be moving on from YPA because the school cannot meet their needs. Miss Cornwell acknowledged that this is difficult for staff, as they are extremely dedicated and will exhaust every option available to them before reaching the point where a student has to move on.

Related to this, Miss Cornwell said that London Borough of Hillingdon (LBH) have not been entirely supportive of the school when students have had to move on in this way. The student's needs should remain paramount in any discussion about their education and YPA strives to work in partnership with the LA in order to ensure that students can access the best and most suitable provision. A recent example is a request from LBH for YPA to potentially admit some of the children from the dismantled refugee camp in Calais, all of whom will clearly have very complex needs including English as Another Language (EAL) – YPA staff offered a creative and practical solution on the spot. Miss Cornwell said this typified YPA's can do attitude but that she feels the LA does not always reciprocate when YPA needs support.

Ms Horrigan noted that this situation is not unique to YPA and that a level of support needs to be recorded both for Miss Cornwell's position and also for the possibility of legal support.

Ms Everett proposed that Governors formally record their support for Miss Cornwell in her negotiations with the LA. Governors **AGREED** this proposal.

**Action: Ms Everett to write to Miss Cornwell on behalf of Governors to confirm their support for her in any ongoing negotiations with LBH.**

Ms Everett asked whether the students moving on from YPA were high needs students. Miss Cornwell confirmed that all have Education Health Care Plans (EHCPs). Ms Everett suggested contacting other relevant teams within LBH to see if they can support those students. Mrs Callaby asked whether additional support for students was written into their Annual Reviews and Miss Cornwell confirmed that this

is so. Mrs Callaby suggested identifying needs beyond education; Miss Cornwell said this is part of the process, but that LA SEN and Health teams do not communicate effectively with each other, which frustrates any progress being made. Mrs Lentes said there was a struggle to get LAs to recognise such needs as emerging mental health issues. Ms Horrigan said that LBH has a Care Quality Commission (CQC) review coming up, and this might provide a window of opportunity to open up discussion. Ms Everett agreed that if a student's primary need is health-related, that must be recognised in order for the need to be effectively met.

Cllr Davis asked whether a counsellor was on hand for YPA students. Miss Cornwell said this was the basis for employing the clinical psychologist – it is costly but the service she provides is vital. Mrs Lentes said that staff also benefit from her support with e.g. early identification of emerging mental health issues and provision of effective support to avert a possible crisis.

Regarding the school day, Miss Cornwell said the flexible arrangement is proving very useful. Most students attend 10-3. Miss Cornwell has spoken to Mrs Lentes and Mr Chambers about how YPA and TSH can work collaboratively regarding school hours. In future, the school day is likely to run 8-5, particularly once the free school is open. Miss Cornwell envisaged that flexibility around hours would help with the flow of students from primary up to 6<sup>th</sup> form.

## **7.2. Personnel**

The substantive caretaker is now in post and doing well.

Miss Cornwell has appointed a maths teacher to start in January, and outreach work with local universities/teacher training organisations continues.

## **7.3 School improvement (action planning and self-evaluation)**

Miss Cornwell noted that there is now a solid YPA dataset to draw on, with nothing left over from the previous incarnation as Chantry School, and this will feed into the Self-Evaluation Form (SEF).

- Student numbers are increasing.
- Good/outstanding teaching is increasing, and inadequate teaching has been eradicated. Miss Cornwell said that she and her leadership teams have worked hard for this result – there is still progress to be made, but she is happy with what has been achieved so far. Staff are familiar with the observation system and permanent staff show a strong 2b across the board.
- Year 11 results are hugely improved from previous years. Destinations are also strong, although Miss Cornwell said it is crucial to check the sustainability of destinations and she will be putting systems in place to do so. She anticipated some changes in destinations long term and said this would underscore the case for a 6<sup>th</sup> form, so that both schools can continue to support their students going forward.
- The Key Stage 3 assessment process will be reviewed.

#### **7.4 Continuing Professional Development (CPD)**

There is now a Team Teach trainer on staff, which offers huge value as this training can now be rolled out to staff as required. Miss Cornwell said it was also a useful opportunity to review practice across the school. Ms Everett asked whether staff could take up this training prior to starting in post. Miss Cornwell said that the new caretaker had done so.

The clinical psychologist has also led two training sessions which were welcomed by staff.

#### **7.5 Update on additional funding streams**

Miss Cornwell outlined her policy on distributing Pupil Premium funding, which is that every student at YPA is vulnerable to underachievement and thus should be considered eligible to benefit from this funding.

Governors **APPROVED** this approach to Pupil Premium funding.

#### **7.6 Health and Safety**

Miss Cornwell noted that the OHC&AT Facilities department is line managing the new caretaker and managing paperwork/processes robustly, in order to ensure that YPA is fully compliant with health and safety requirements.

#### **7.7 School events**

Ms Everett asked that governors attend one or more school events during each term.

Governors **RECEIVED** the YPA Headteacher's report.

#### **The Skills Hub**

#### **7.8 Students**

There are currently 80 students on roll: 58 single registered and 22 dual registered. Reintegration into mainstream education is done on a 12 week trial process to support a more secure transition. Ms Everett asked whether schools had engaged with this. Miss Cornwell said that feedback from schools was very positive. TSH also sends a reintegration officer which helps to smooth over any issues during transition.

#### **7.9 Personnel**

A substantive caretaker has been appointed, pending DBS clearance. This post will be line managed by the OHC&AT Facilities department as with the YPA post.

There is now only one vacant post outstanding, due to a member of staff on long term sickness absence. Agency staff have been variable but the current maths cover

seems to be performing well. The two Assistant Heads are providing good support and overall this relatively new staff team is bedding in nicely.

### 7.10 School improvement

Again, Miss Cornwell noted that the SEF is being written from what is now a solid TSH dataset.

- Staff performance overall has been satisfactory, particularly when set against the challenges of recruitment and retention. The Pupil Support Team continues to perform strongly, as expected.
- Student achievement has been very good considering the many and varied challenges faced by TSH students. Staff at TSH work hard to get students the grades they need to move on, including to university. Miss Cornwell said she intends to review progress reporting to ensure that it accurately reflects the complexities of e.g. students arriving mid-term.

### 7.11 Continuing Professional Development

The majority of staff have completed a 6 or 12 hour Team Teach course through the facilitator on the TSH staff team.

### 7.12 Additional funding streams

Miss Cornwell noted that TSH does not receive Year 7 catch up funding as there are generally no Year 7 pupils at the school. Otherwise, the same policy is enacted as at YPA, on the grounds that all students at TSH are vulnerable to social disadvantage.

Governors **APPROVED** this approach to Pupil Premium funding.

### 7.13 Health and Safety

As at YPA, Miss Cornwell noted that the OHC&AT Facilities department will be line managing the new caretaker and managing paperwork/processes robustly, in order to ensure that TSH is fully compliant with health and safety requirements.

### 7.14 School events

Again, Ms Everett requested that governors attend one or more school events during each term.

Governors **RECEIVED** the TSH Headteacher's report and commented favourably on the inclusion of student photos.

Mrs Callaby took the opportunity to say that she feels the ethos at TSH has changed for the better and there is now a strong solutions-focused approach and a positive mindset across the school. Mr Lumley said he had also noticed this on his most recent visit. Mrs Callaby said students were responding well to the new points system and were working hard to achieve. Mr Chambers said the range of options

available to students played a big part in securing their engagement, and that it was important to keep the offer strong. Mrs Callaby said she felt that students at both schools were likely to accept the new free school more readily as they are becoming more used to working together across both sites. Miss Cornwell agreed but said there was more work to be done here, with staff as well as students.

Ms Everett asked, on behalf of Mrs Francis, when the SEF and the school development plan (SDP) would be ready for each school. Miss Cornwell said she is working with John Prior, OHC&AT Executive Head of Quality and Development, to complete these documents. There is a Heads' Awayday on 24<sup>th</sup> November when all the Heads will look at the Trust template. Miss Cornwell predicted that the SEF and SDP would be ready by the end of term.

Governors requested a brief update on the free school. Miss Cornwell said she and Dr Allen had met with a representative of the EFA on Monday, visiting both schools and the proposed site. The EFA are now carrying out a feasibility study to consider ways of managing the build while still operating both schools. The current plan is to return the TSH lease to LBH and take on the lease for the former Youth Skills Development Trust premises. LBH would like the EFA to release the TSH site from educational provision.

### **7.15 Dashboards**

Miss Cornwell tabled the data dashboards, explaining that the format is being updated and will be addressed at the Heads' Awayday.

Attendance is good within the parameters of these schools. Miss Cornwell is working on the best way to reflect predicted grades, hence there is currently no data available. High level budget overview is contained within Mrs Scott's report.

Regarding exclusions, Miss Cornwell said she is still working towards no fixed term exclusions at all. While neither school is there yet, these figures are very good in comparison with previous years. Ms Everett asked whether the intention was to combine exclusions and behaviour reporting. Miss Cornwell confirmed that this is what she would like, in order to track not just by high/medium/low severity but by type of incident e.g. racist, homophobic, physically violent etc. She stressed that physical intervention use remains low and is always used appropriately.

Miss Cornwell noted that she had requested the staff sick leave data to reflect when any member of staff is on long term sickness absence, as this will skew the figures somewhat.

Regarding typicality at TSH, Miss Cornwell said there is a new staff team bedding in and she does not have any concerns about managing the grade 3 element into good or outstanding teaching.

Ms Everett asked governors for any suggestions as to how the dashboards could be improved. Suggestions included comparative attendance data, in order to show whether attendance is up or down compared to the same point in previous years,



and investigating ways of capturing positive stories within predicted grades data. Ms Everett requested that governors email her with any further ideas.

## 8. Portfolio Governor visits

Ms Everett thanked everyone for their committed participation again this term. Governors split into pairs to read through the reports before reconvening for comment.

Regarding Finance and Resources, Cllr Davis said he felt the sick pay entitlement was extremely generous, with a potentially high impact on budgets. Ms Everett said it was fairly standard for the sector and was drawn from the Burgundy Book, therefore there is little room for change.

Ms Horrigan asked whether the schools' websites are compliant with national requirements. Ms Challenger said that she runs monthly compliance and content audits for all OHC&AT websites as part of the CEO Monthly Monitoring system. Both schools' websites are largely compliant, pending some minor updates to Pupil Premium Funding.

**Action: Ms Cornwell to send updated Pupil Premium information for both schools to Ms Challenger.**

Governors **RECEIVED** the portfolio visit reports.

## 9. Finance & Funding

### i) Management accounts

YPA End of Year Accounts: Mrs Scott said that overall the school is in a stronger financial position than expected. Cashflow is fine and there are no problems with payments for out of borough students, which is progress. However, LBH have significantly reduced their funding for children and young people who have transitioned onto EHCPs; Mrs Scott estimates an impact of around £130k for the current year going forward. Miss Cornwell noted that the high needs budget has been frozen and that this will impact on all schools. Ms Everett asked what the rationale was for LBH's reduction in funding. Miss Cornwell said that because they have moved to the banded model, they will no longer continue the previous arrangement.

Ms Horrigan noted that staffing expenditure was under budget and asked whether sufficient funds were being spent on staffing, saying that it is important that school funds are spent to the benefit of the students. Miss Cornwell agreed with this and assured governors that ensuring suitable staffing at both schools remains a key priority; however, given that the sector is becoming more financially challenging, she feels it is important to act prudently with regard to budgets. YPA currently has two vacant posts which are being actively recruited to.

TSH End of Year Accounts: again, the school has finished the year with a surplus. Miss Cornwell thanked Mrs Scott for her support in the ongoing negotiations with LBH that were necessary in order to achieve this. LBH will now readdress termly in arrears – a mechanism to capture student flow would be helpful here.

YPA Management Accounts: overall these look good. YPA will overspend on its therapy budget but the clinical psychologist is a necessity. Mrs Scott said she does not have any concerns at present.

TSH Management Accounts: these also look healthy overall. Mrs Scott noted that LBH had dropped a line of funding from the payment plan and she is following this up with them.

ii) Core Services SLAs

Governors **APPROVED** these items, after which Miss Cornwell signed both SLAs.

Mr Lumley asked whether the grade listed against the variable charges was a school's Ofsted grade or internally decided. Mrs Scott confirmed that it is the Ofsted grade which determines the rate of charge.

## 10. Pay Committee Recommendations

The Pay Committee meeting took place on 6<sup>th</sup> October 2016 and Ms Everett confirmed that all the pay recommendations were approved. Miss Cornwell asked whether recommendations would be enacted from November. Ms Challenger said she had sent the recommendations and rationale to both OHC&AT HR and Payroll staff.

**Action: Ms Challenger to forward those emails to Ms Everett for follow up.**

Miss Cornwell also asked whether letters of notification would go out centrally from OHC&AT or whether she should send them from the schools. Ms Challenger said she would look into this.

**Action: Ms Challenger to follow up with OHC&AT HR/Payroll.**

## 11. Policies and Procedures

Governors **NOTED** the policies and procedures that were approved at the OHC&AT Board meeting on 30<sup>th</sup> June 2016. Ms Challenger said these would all be made available on the new governors' portal, which should be going live in the near future.

## 12. OHC&AT Documents for Information

Governors **NOTED** that the OHCAT Scheme of Delegation and Schedule of Responsibility will be going to Board for approval on 9<sup>th</sup> December 2016.

**13. Any Other Business**

Miss Cornwell thanked governors for their ongoing support. In light of the excellent progress made across both schools, she requested that Ms Everett write to staff at on behalf of the LGB to offer some positive feedback, as she felt this would be very motivating.

Governors **APPROVED** this proposal.

**Action: Ms Everett to write to staff at YPA and TSH.**

Ms Challenger notified governors of the new requirement to submit governor information to the national database, and said that she would be in touch to organise the submission of information for YPA and TSH.

**Action: Ms Challenger to request the necessary information from governors.**

Ms Everett raised the issue of governor training, saying that Ofsted now require governors to have training on Prevent, child sexual exploitation and other key areas. Ms Horrigan offered to circulate an informative Powerpoint presentation detailing the new requirements. Ms Everett said it would be useful to feed this back to John Prior as part of his remit to oversee all OHC&AT Academies.

**Action: Ms Challenger to circulate Powerpoint to governors and to feedback to John Prior and Tracey Goodsell.**

**14. Dates of Next Meetings**

The following dates were confirmed:

Wednesday 15<sup>th</sup> March 2017 at 11.00 to 1.00pm

Wednesday 14<sup>th</sup> June 2017 at 11.00am to 1.00pm

**15. Confidentiality**

None.

The meeting closed at 1pm.

CHAIR-----

DATE-----