



**MINUTES OF THE YOUNG PEOPLE'S ACADEMY (YPA) /THE SKILLS HUB
(TSH) LOCAL GOVERNING BODY(LGB) MEETING HELD ON WEDNESDAY 15TH
JUNE 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: Mrs T Goodsell-Clerk to the Governors
 Ms S Challenger-Shadow Clerk
 Mrs B Scott-Head of Finance-Academies
 Ms N Stephens-Assistant Headteacher.

The meeting commenced with a presentation from Ms Stephens on Teaching and Learning.

The following matters were discussed:

The same process of teaching and learning observation is used at YPA and TSH. Teachers are graded on six strands. Observers get a copy of the Lesson Observation Matrix; they note where the teacher is, then discuss areas for improvement. The observation process is collaborative, in order to ensure that teaching is graded fairly and the fullest picture is gleaned of that teacher's performance. OLT figures show a great improvement in Good to Outstanding teaching since Summer 2015. There is still a need to focus on book scrutiny but Ms Stephens stressed that teachers at both schools are doing an excellent job.

Ms Everett asked if the outstanding teachers were always the same teachers across the observation period? Ms Stephens said not always, but that good teachers tended to hover between good and outstanding anyway. Mr Lumley asked whether it was the case that more inadequate teaching was observed at the start of the school year, with a rise towards good and outstanding as the year progressed. Miss Cornwell said this should not be the case, that the teaching standard should be evident throughout the year e.g. the Summer 2015 data clearly shows that teaching was not strong at that point. Ms Everett said that the changes introduced by Ms Cornwell have also

clearly had an impact, as teachers now know what good and outstanding look like. Mrs Callaby asked how student behaviour impacted on observation grades. Ms Stephens said it's important to look at how the teacher manages behaviour. Ms Cornwell said observers are looking at the impact on learning – this is why the evidence base is broad, so that grades are not just based on observation of one lesson but on examples of the teacher's work across all six strands – an outstanding teacher should be outstanding across the board. Ms Stephens said that teachers now understand that too, and appreciate that there are many opportunities to grow and develop into good/outstanding across the board. Miss Cornwell added that students are always quick to point out when a teacher is doing something new or unexpected, which helps with consistency of teaching.

Observation grades are converted to points which are then added and averaged to give the full picture. Miss Cornwell said that YPA and TSH are working towards phasing out this type of numbered grading but that neither school is quite there yet. The grading does allow teachers to receive a typicality grade every half term.

Ms Stephens circulated the Teaching Coach Schedule, which has been created by an outstanding teacher and is used to support teachers who may be moving towards a Teaching Support Plan. It is also used to support unqualified staff. This type of peer learning has proved to be very helpful. Ms Everett said learner walks are also a focus for support.

Action: Ms Everett to discuss learner walks with Mrs Francis.

YPA and TSH both aim to strengthen their use of data – Ms Stephens has recently visited Harlington School to explore how they use data, and is meeting with John Prior, OHC&AT Executive Head (Quality and Development), soon to discuss further strategies.

Governors thanked Ms Stephens for her presentation.

1. Apologies

Apologies for absence were received from Mrs Francis and Ms Horrigan.

2. Declarations of Interest

No new declarations of interest were made.

3. Constitution and Appointments

- i. Governors **NOTED** that Zoe Hammond has resigned from her position of YPA parent governor. An election to fill this vacancy will be organised by the clerk.
- ii. Governors **NOTED** that the TSH parent governor vacancy remains unfilled, despite two elections. The LGB may therefore appoint a parent of a child of school age. Mrs Goodsell emphasised the importance of parent

representation on a governing body, and asked Governors to try and identify a suitable candidate.

Mrs Callaby asked whether the parent governor can also be a member of staff. Mrs Goodsell said they need to be independent of the school in that sense. Miss Cornwell said that efforts are being made to convene a parent group, Friends of YPA, and that she hoped this would prove useful with regard to the TSH vacancy. Ms Everett asked whether less formal parent feedback could take the place of a parent governor while the vacancy remains. Mrs Goodsell said that while this is useful to have, a parent governor is still necessary. Ms Everett suggested that Debbie Capon, the OHC&AT Family Liaison Coordinator, may know of someone who is interested.

Actions:

- i) **Mrs Goodsell to run an election for a parent governor at YPA at the beginning of the autumn term.**
- ii) **Ms Everett to speak to Debbie Capon.**

4. Minutes of Last Meeting

Governors **RESOLVED** to agree and sign the minutes of the last meeting held on 16th March 2016.

Ms Everett signed on behalf of Mrs Francis.

5. Matters Arising

CAMHS

- i) Further to minute 7.1, Miss Cornwell advised governors that she had recently attended a LBH Policy Overview Committee meeting to discuss deprivation in schools, and that CAMHS had been raised as a key concern. The lack of CAMHS support is impacting heavily on students and staff at both schools. A paper will be written following this meeting, but Miss Cornwell emphasised that this is a national issue. She would like to employ a dedicated clinical psychologist and has been exploring ways to manage the cost e.g. potential for sharing across Hillingdon schools. Mr Davis suggested that OHC&AT might employ a 'family' psychologist and Ms Everett said this was under discussion. Mr Lumley said that the Tavistock Institute may have trainees in their final year of Ed Psych qualification who are looking for work placements. Ms Challenger said she knows someone recently graduated from that programme who may have further information on this.

Action: Ms Challenger to contact Jane Park.

Free school application

- ii) Further to minute 7.4, Miss Cornwell advised governors that the free school application has progressed to the second stage, with an interview scheduled for 11th July. The DfE has circulated preliminary questions and Miss Cornwell said

she feels confident in answering them. Governors agreed that this is a very positive step forward for both schools.

Hillingdon Youth Skills Development Trust (HYSDT)

- iii) Further to minute 7.5, Miss Cornwell advised governors that HYSDT have agreed to transfer their assets to OHC&AT and that she has appointed a mechanic from among their staff team. She is waiting to hear whether YPA can take on the lease for their premises, which would allow YPA/TSH students to access their excellent facilities and would mean YPA/TSH could commission places for other schools. Mr Davis asked about other skills that could be delivered at those premises. Miss Cornwell said that construction could be delivered there, also that there would be rooms available for College use and that she is in talks with LBH regarding a junior PRU which could be accommodated there. If the free school goes ahead, having alternative premises during the rebuild would also be of great benefit. Ms Everett asked when feedback would be given. Miss Cornwell said it is expected imminently and she will inform governors as soon as more information becomes available.

Governor visits

- iv) Further to minute 7.7, Ms Everett said she will be looking at the recording form with Mrs Francis in order to make improvements. Ms Stephens said that learning walks will be taking place w/c 4th July and that all are welcome to attend. Miss Cornwell said it was beneficial to students at both schools to have a wide mix of people involved with everyday school life, as it helps them to feel more relaxed and open and less defensive around unfamiliar people.

6. Equality Objectives

Miss Cornwell said that Mrs Francis has asked governors to review these. There is a lot of work happening in both schools around opening students' eyes to difference and respecting difference, with plans to expand this next year. Miss Cornwell said that the emphasis is on 'keeping yourself safe' – this is vital for YPA and TSH students as they are more vulnerable, and it also evidences that both schools are meeting their statutory requirements with respect to safeguarding issues such as Prevent, cyberbullying etc.

Improved data use e.g. FSM/Pupil Premium will play a key role in monitoring equality objectives. However, Miss Cornwell stressed that the objectives need to be living and important to all teachers in order to fully inform teaching and learning across both schools.

Mr Davis asked whether there were plans to visit a synagogue. Miss Cornwell said there were and that this had been accidentally omitted from the objectives. Mr Davis said that Northwood Synagogue were very welcoming to student visits.

Action: Mr Davis to send details of Northwood Synagogue to Miss Cornwell.

7. Headteacher's report, dashboards and case studies

Governors formed small groups to consider the dashboards and case studies.

Groups 1 and 2 – YPA and TSH Dashboards

Governors noted similarities in the pattern of long term sick leave across both schools and asked whether there were common factors that might contribute to this and if so, how these were being addressed. Miss Cornwell said that stress is a known risk when working with this cohort of students. Recruitment of permanent staff is increasingly difficult and agency staff who can manage the demands of the work are rare. Miss Cornwell is improving the supervision structure for next year and is looking at staff wellbeing e.g. teambuilding on INSET days, exploring possibility of OHC&AT discounts for gym membership. Support in place for staff returning from sickness absence includes risk assessments, phased returns and Occupational Health involvement as required. Miss Cornwell acknowledged the continuing support from OHC&AT HR on resolving staff issues.

Governors requested clarification of the predicted grades data. Miss Cornwell said that the pass grades represented the number of students entered for each subject, and that exam entries were lower at YPA than TSH due to YPA students' more complex needs and less experience of a mainstream school environment. Governors were pleased to see the leap in predicted APS.

Governors noted a lack of behaviour data for TSH from March to May. Miss Cornwell said that current indicators were not representative and that the next reports for both schools would contain more and better data. Staff awareness and training also feeds into behaviour reporting. Mrs Callaby said it may benefit governors to compare such data in a year's time, in order to look for any common trends e.g. rise in staff absence coinciding with a rise in behaviour incidents. Governors **AGREED** this would be beneficial and thanked the OHC&AT MIS team for all their work on the data presentation so far.

Action: Mrs Goodsell to add year on year data comparison to the LGB agenda for Summer 2017.

Group 3 – YPA case study

Governors were hugely impressed with the progress made by AR and said it was a credit to the staff. It also makes a strong case for the need for clinical psychology input. Miss Cornwell said AR's experience illustrated the complexity of the work done at YPA and that BESD/SEMH is a wide umbrella for a variety of intertwining needs.

Group 4 – TSH case study

Governors again praised the great efforts made by both MM and the staff at TSH. Mrs Callaby and Miss Cornwell noted that the 'pull factor' of bad choices is both strong and destabilising for young people whose backgrounds are chaotic; staff are mindful that there are no guaranteed happy endings, but that TSH is always there to

help get them back on track and that many ex-students keep in contact even after leaving TSH.

YPA

7.1 Students

YPA has now reached its PAN of 60 students and is in receipt of an additional 8 consultations which may or may not lead to further admissions. Governors congratulated Miss Cornwell and said it reflected an increasing level of confidence in YPA from both Hillingdon and other local authorities.

7.2. Personnel

Governors **NOTED** the discussions around sickness that had arisen from examination of the dashboards. Miss Cornwell said that recruitment for vacancies was ongoing, but that being able to share staff between schools is a strength as it enables suitable cover to be put in place where necessary.

7.3 Behaviour reporting

Miss Cornwell gave a brief explanation of the issues affecting previous behaviour reporting and said that she intends to produce a deeper analysis of behaviour once the new classification system has bedded in.

Looking ahead, the intention is to remove fixed-term exclusions (FTEs) starting from next year. Miss Cornwell said that for young people with attachment issues FTEs can often do more harm than good, particularly when there is not sufficient support or debrief for the young person. She acknowledged that a lot of work will need to be done with staff and students around the rationale for this, but felt that it would prove to be a positive change. She also noted that if the YSDT premises become available, both schools would have the option to 'exclude' students to those premises and continue their education, rather than removing them completely from school routine for a period of time.

7.4 Predicted results

Governors **NOTED** the increase in average points score and congratulated Miss Cornwell and her staff on such a positive development.

Ms Everett asked whether the schools received new students' predicted grades upon entry. Miss Cornwell said that at YPA they are just beginning to CAT test students. Ms Stephens said that CAT testing can and does happen even beyond Year 7, in order to gain a realistic picture of where each student is at.

7.5 Hillingdon Free School

This item was discussed under Matters Arising.

7.6 Hillingdon Youth Skills Development Trust (YSDT)

This item was discussed under Matters Arising.

7.7 Future events

Miss Cornwell said she was excited about the Summer Fayre, as it is an opportunity for the school to show its spirit. Ms Everett asked whether YPA needed any help from OHC&AT Marketing. Miss Watson said that the Uxbridge Gazette would include it in their 'What's On' round up and the Mayor would be attending.

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

The Skills Hub

7.8.Students

Miss Cornwell confirmed that the LA had agreed to fund the AP students but that for permanently excluded students over PAN, negotiations were ongoing. She said that TSH has strong support in the borough, which is much appreciated.

7.9 Personnel

Miss Cornwell reported that she is very pleased with the quality of recent appointments, including two Assistant Heads who will be able to support her as Exec Head. The school now has quite stable staffing going into September.

Miss Watson noted the lack of maths teacher at either site. Miss Cornwell agreed that this is a concern but said there are three qualified maths teachers within the pupil support team, so there is some specialist capability within the school. She noted that recruitment to maths and science posts is a national concern and said the Trust is working on improving links with Brunel University and a local secondary school's SCITT.

Miss Watson asked whether there was a science teacher at YPA. Miss Cornwell said no, but that KS4 YPA students taking science next year will be taught by the TSH teacher.

7.10 Behaviour reporting

As item 7.3.

7.11 Predicted results

Miss Cornwell said she was pleased and surprised to see the increase in average points scores given staff shortages at TSH. She said the actual may dip somewhat, but that it is still an amazing achievement within the context of TSH's particular cohort.

7.12 Start times from September 2016

Miss Cornwell explained the new regime and said that she has agreed with YPA SLT to follow the same timetable. Governors **AGREED** the reasoning was sound and noted that it foreshadows the closer working of the two schools as they move towards free school status.

7.13 Free school / 7.14 Hillingdon Youth Skills Development Trust (YSdT)

As previously discussed.

Additionally, Miss Cornwell tabled curriculum maps for both schools, showing the wider range of possibilities and options that will become available to students over the next few years. TSH is introducing Community Outreach, one afternoon per week of volunteering or other community activity, as a way to strengthen life skills. Miss Cornwell said she wants to roll this out at YPA as well. She is also looking at a 'teens and toddlers' programme that would see students working with nursery children. Ms Everett said that Orchard Hill College had run a similar initiative that had proved very powerful for all participants.

Governors **RECEIVED** the TSH Headteacher's report

8. Portfolio Governor visits

Ms Everett asked everyone to read through this term's visit reports, saying she was very impressed at their quality and scrutiny.

Governors **RECEIVED** the portfolio visit reports.

9. Finance & Funding

- i) Management accounts

Mrs Scott tabled a slightly amended set of accounts, saying that an earlier version had been circulated in error ahead of the meeting.

YPA: the school is in a positive position despite the challenges faced during this academic year. Ms Cornwell said she had only been able to achieve this with Mrs Scott's support and that they had worked very hard together to avoid a deficit.

TSH: the situation is more challenging. LBH are negotiating hard over the extra placements, which Miss Cornwell said numbered more than perhaps had been expected. There are currently 21 over the PAN of 50, plus new requests coming in. Ms Cornwell has raised this matter at the Schools Forum and received great support there. Mr Lumley asked whether it was the case that LBH had agreed to fund 20 places whether they are filled or not. Mrs Scott confirmed that this had been agreed at £4.5k.

Mrs Scott said that LBH had requested to see the accounts before they would agree on anything further. Governors **APPROVED** the request to send the accounts to LBH.

Mrs Scott said that because of this ongoing situation, income forecasts were prudent and TSH is currently in the black. If the money does not come in, a deficit will result. LBH have agreed in principle to pay for the 21 extra students but have not agreed the amount they will pay. Mr Davis said that he would be happy to help advocate with LBH on behalf of the school.

Mrs Scott also noted the steep increase in pension contribution rate since conversion as a contributory factor to the financial challenge at TSH. Mr Lumley asked why the two schools had different rates. Miss Cornwell said she had queried this with LBH, to no avail. Mr Lumley said that in Harrow there had been a group of seven schools which converted at the same time and were subsequently hit with a punitive rate rise. There was a suggestion that LAs might be trying this as a way of resolving their own pension pot issues.

Action: Mr Lumley to send Ms Cornwell details of the actuary who had successfully argued on behalf of the Harrow schools.

Miss Cornwell noted that if the schools do move to free school status, pensions will be looked at again. Mr Lumley suggested looking at other LAs to see how they manage this.

Governors thanked Mrs Scott and Miss Cornwell for their hard work on the finances and praised their close working on this area.

ii) Service Level Agreements

Mrs Scott said that the SLAs from Orchard Hill College for YPA and TSH have now been signed off.

Miss Cornwell queried the need for both schools to buy in Clerking services when there is a joint LGB. Mrs Scott agreed to discuss this further.

iii) Invoices for approval

Mrs Scott asked for governors' approval as follows:

YPA

LB Hillingdon – Clawback for Spring Term Out of Borough Children - £65812.50

TSH

KDH Heating – Repair Works to the Roof – (Insurance Claim) – £29880.98

Ms Everett signed the invoices, following Governors approval.

10. Any Other Business

None.

11. Date of next Meeting

Confirmed- Wednesday 9th November 2016 at 11.00am to 1.00pm

Suggested-Wednesday 15th March 2017 at 11.00am to 1.00pm

Suggested-Wednesday 14th June 2017 at 11.00am to 1.00pm

12. Confidentiality

None.

The meeting closed at 1.10pm.

CHAIR-----

DATE-----