

MINUTES
YOUNG PEOPLE'S ACADEMY AND THE SKILLS HUB
LOCAL GOVERNING BODY (LGB) MEETING ON
WEDNESDAY 30 MARCH 2022 AT 4 PM VIA TEAMS

Members present: Suzanna Challenger, Chair (SC)
Paul Chambers, Principal, TSH (PC)
Laurie Cornwell, Acting Principal, YPA (LC)
Azeez Alaya (AA)
Isobel Callaby (IC)
Vicki Harrison-Carr (VHC)
Urszula Juziuczuk (UJ)
Michael McGraw (MM)
Jerome Shoboyede (JS)

In attendance: Chiara Lane, Deputy Principal, TSH (CL)
Kayleigh Franklin, OHCAT Management Accountant (KF)
Susanne Wicks, Clerk (SW)

1 WELCOME AND INTRODUCTIONS

SC opened the meeting and welcomed all present, particularly AA and VHC for whom it was their first LGB meeting.

2 APOLOGIES FOR ABSENCE

Apologies were received from Michele Gibbons, Chike Nnalue and Thomas Crowe.

3 DECLARATIONS OF INTEREST

SC declared her employment by OHC&AT.

4 CONSTITUTION AND APPOINTMENTS

Governors noted the appointment of Azeez Alaya, Vicki Harrison-Carr and Zena Gough with effect from 25th March 2022. SC undertook to contact both AA and VHC outside of the meeting to discuss their portfolio allocations.

Action: SC

5 MINUTES OF THE LAST MEETING

The minutes of the meetings held on 24 November 2021 and 27 January 2022 were agreed as an accurate record.

6 MATTERS NOT COVERED ELSEWHERE ON THE AGENDA

There were no matters arising.

7 PRINCIPAL'S REPORTS

The Skills Hub

PC gave a detailed presentation of his report which had been shared with Governors prior to the meeting. Matters discussed are detailed below.

PC set out his vision for the Skills Hub to be a trauma informed school equipped with behaviour specialists who are suitably qualified to engage and improve life chances. He described efforts made by staff to establish the context and background about each young person when they join the school and particularly described the compassionate approach taken. He advised that

during the summer term, a CPD training programme would be drawn up for the forthcoming academic year, which would include a focus on the school's future ethos and values.

At PC's request, CL updated Governors on the progress of the three Early Career Teachers. She advised that all are doing well and have received positive feedback from internal and external sources. She reported that CPD has been regular and very focussed and interactive. CL undertook to share David Scott's latest health check report.

Action: CL

PC described the negative impact of the pandemic on learners' reading ability, not just in this setting and area, but across the country in all sectors. To address the drop in reading age, all students have been assessed so that appropriate interventions can be put in place, and the impact has been seen already in Functional Skills exams results. CL added that all possible support is being given to students in the run-up to GCSE examinations, with students having been reviewed and RAG rated against various criteria to inform a support plan for each of them.

PC noted the importance of securing a sustainable destination for every student and flagged that this has been done for 78% of the Year 11 cohort. He commended the hard work of the Transitions Officer in this regard, but described some of the challenges facing students which impact on their next steps beyond this school. PC undertook to ensure that more detailed information about individual students' destinations were shared with Governors.

Action: PC

PC described the challenge in filling vacant substantive posts and advised that he would prefer to leave a post vacant rather than appoint someone who does not fully subscribe to the Skills Hub's ethos and values. He acknowledged that the recruitment challenge is not particular to this school nor this part of the country and commended the commitment and hard work of staff in keeping the school running effectively. UJ asked how the Trust could support the school with staff recruitment and PC confirmed that the HR Team were supportive but could not influence some factors which affect recruitment, such as LB Hillingdon not attracting Inner London weighting for teachers, and the impact of the pandemic on those in the teaching profession. He confirmed that the Marketing Team were supporting him to promote the fantastic work done here via the website so it could be used as an additional recruitment tool. SC commended PC's commitment to securing the right people for this type of provision.

UJ asked if support might be available through borough-wide forums established by LB Hillingdon, such as Headteacher or SBM forums, which might encourage interest in joining the school through word of mouth. PC welcomed the idea and undertook to explore it further.

Action: PC

MM asked if the Skills Hub had had any success in recruiting via local employment agencies. PC confirmed that he was often sent details of potential candidates from approved agencies but that his first priority was to ensure that people would promote the school's ethos and values. VHC undertook to speak

to PC outside of this meeting about links to the local community that might be helpful in the recruitment of non-teaching staff.

Action: VHC & PC

Noting Ofsted's focus on personal development, as well as its importance for the cohort of both schools, MM asked about contingency plans following the departure of the Assistant Principal for Student Experience. PC agreed with MM's points and advised that an agency staff member is focussing on personal development and is working well with students. However, in the forthcoming academic year, personal development will be embedded across the whole curriculum, planning for which is already underway.

PC acknowledged how positive a framework the PRIDE values have provided in terms of shaping the school over the last few years but advised that he felt it was now the time to reflect on the Skills Hub's mission and purpose and for staff to think about how to best communicate with learners. He described the positive outcome of recent reflective practices sessions led by a facilitator to encourage staff to be open about their views and concerns, and to challenge each other, which will help shape the school's future mission, language, direction, policies and procedures and curriculum. He particularly welcomed the active engagement and feedback from students which will feed into the review.

PC flagged the importance of therapeutic support for students and noted the need to upskill staff to meet the challenges they face every day. He also described his intention to ensure that students visualise and have ambitions for their future. To that end, a Careers Fair will be taking place on 27th April 2022 with a range of events and speakers organised in order to inspire and motivate students. PC extended the invitation to students from Young People's Academy.

SC thanked PC for his report. She advised that she visited the Skills Hub on Monday 28th March and was pleased to observe the work being done by staff, and to hear from students themselves, particularly their thoughts on the curriculum offer. She encouraged Governors to visit the school and to attend events when possible.

Young People's Academy

LC gave a detailed presentation of her report which had been shared with Governors prior to the meeting. Matters discussed are detailed below.

LC flagged that 24 of the 62 students on roll are not resident in LB Hillingdon, which demonstrates the positive relationships held with a range of local authorities. However, with 14 students leaving at the end of this year, there are currently only 10 confirmed to join Year 7 in September which will impact on the school's budget.

Several meetings have been held with colleagues in LB Hillingdon following the recent Ofsted judgement and the conversion to a free school. Funding for 61 places in September has been agreed, and there are likely to be in-year admissions as well, but the numbers are not confirmed so cannot be assumed in the budget. Consequently a deficit budget will be set for 2022-23. LC reminded Governors that the school has some reserves, and the Trust's ESLT are mindful of the need to spend to support the school on its improvement

journey. KF added that the 2022-23 budget will be set in the context of the school's future growth, with regular discussion on how to support the school and achieve the best outcomes for young people.

LC advised that she, like PC, is facing many challenges in terms of recruitment, but also noted her resolve to secure the right people to fill vacancies. She reported that two Assistant Principals have returned from maternity leave which has increased leadership capacity and has enabled PSHE to be delivered by senior leaders, at least for the summer term. She explained how PSHE is intrinsic to personal development which is so important for this cohort and is a key part of the Ofsted inspection framework, so this will be a positive move forwards.

LC advised that the vacancy for a substantive Principal has been advertised again and that ideally the successful candidate would be an existing Headteacher, who would need to resign their current post by the end of April in order to start in September. However, an existing Deputy Headteacher would not have to resign until the end of May. LC reassured Governors that she would stay in post as long as necessary.

In response to a question from UJ, LC confirmed that all options had been explored in the search for a new Principal including working with recruitment consultants, and that, in such a competitive market for candidates, schools need to do all they can to highlight what makes them stand out from the rest, which for our Trust, is the special school aspect.

SC asked PC and LC how Governors could support both schools going forward and LC noted the importance of carrying out termly portfolio visits, but also of visiting the schools when possible to see what it's like to be a student and member of staff. She also welcomed challenge, and reassured Governors that she and PC are used to receiving external scrutiny. SC asked that the clerk share information about all school events on GovernorHub.

Action: Clerk

Returning to the question of therapeutic support already mentioned by PC, UJ asked what therapy is provided to students at YPA. LC advised that students can access Speech and Language therapy, Drama therapy and Canine Assisted Learning. She outlined her intention to extend the therapeutic offer which will be included in the revised SDP and confirmed efforts were underway to recruit an Occupational Therapist. MM offered support from the lead therapist at Nightingale Community Academy, noting that she'd had success in getting support from university students. LC undertook to discuss this with MM outside of the meeting.

Action: LC & MM

LC undertook to share the updated SEF and SDP at the summer term meeting.

Action: LC

Governors received the Principals reports.

8 YOUNG PEOPLE'S ACADEMY POST-INSPECTION ACTION PLAN (PIAP)

LC presented the PIAP which was circulated prior to the meeting. She advised that good progress has been made already, and there has been useful input from external partners, including the local authority and the Regional Schools Commissioner. She highlighted some of the key areas of focus, including

stabilising the current premises whilst planning and packing for the move to the new build and continuing to deliver teaching with minimal interruption. Governors noted that LC expected an Ofsted monitoring visit in the summer term.

LC reassured Governors that staff are now recording health & safety incidents appropriately via SHEAssure, and data is reviewed weekly by SLT in order to identify any trends and take appropriate action. In addition, LC meets monthly with the staff H&S representative. MM undertook to log into SHEAssure alongside LC at his next portfolio visit.

Action: MM & LC

UJ expressed concern about the potential negative impact on students of the move into a new building. LC reassured her that most are excited about the move, although acknowledged some anxiety around moving to bigger site. However, they have had visits to the site already and maps have been designed to assist them. She assured Governors that staff are prepared for some students to feel unsettled and added that she and SC have been discussing this at their weekly meetings.

LC undertook to share the revised PIAP with Governors at the summer term meeting.

Action: LC

9 DASHBOARDS

The Skills Hub

PC apologised for not having shared the dashboard prior to the meeting and undertook to circulate the document as soon as it was available, and to share prior to future LGB meetings. SC acknowledged that the dashboard may only present a snapshot but noted that the data is useful for Governors.

Action: PC

Young People's Academy

LC presented the dashboard and advised that the way in which behaviour incidents are reported has been changed, so she would work with the MIS Team to ensure incidents were appropriately captured on the dashboard.

Action: LC

10 MANAGEMENT ACCOUNTS

The Skills Hub

At the invitation of the Chair, KF presented the latest management accounts. By way of context, she explained that there are 73 places for permanently excluded students funded by LB Hillingdon, with a tolerance of 5%. However, the number of students excluded has dropped over the last two years, largely as a result of the pandemic, although in March the number was 60. This will impact on next year's budget and she and PC work together to monitor the numbers very closely. KF highlighted that the clawback from LB Hillingdon presented a real challenge in terms of budgeting and planning for the future.

KF advised that as at January 2022, there was an operating year to date surplus of £23K against a projected £27K deficit, resulting in an overall positive

variance of approximately £50K. Whilst a year-end deficit of £32K is forecast, this may change once the amount of clawback is confirmed.

KF explained that income had increased by £22K, largely due to increased LA funding, the National Tutoring fund and the Recovery Premium, which is a one-off sum to support Pupil Premium students.

In terms of expenditure, KF advised that around 70% of spend is on staffing, lower than the 75% set in the budget. In addition there have been some premises expenses.

SC noted KF's point that, whilst currently positive, there will be challenges to come, and welcomed the fact that PC and Finance colleagues were aware of and prepared for those challenges. She asked about communications with LB Hillingdon about place funding, and KF advised that conversations are regular and positive, largely involving senior Trust officers. LC advised that the commissioning letter for the new school is being finalised now and the Trust are seeking greater tolerance around the numbers of permanently excluded students. PC added that relationships are good and he aims to respond flexibly and positively to the needs of students and schools in the borough. He also thanked KF for her support in managing the budget.

Young People's Academy

At the invitation of the Chair, KF presented the January management accounts. She reported that the current number on roll is 62, lower than the 72 set in the budget, although eight more students were expected in April.

KF advised that the January accounts show a year to date surplus of £52K against a forecast deficit of £8K, with a year-end forecast of £18K deficit. The local authority funds just under £10K per student, but there is a large KS4 group who will leave, with lower numbers joining for Year 7, which makes budgeting a challenge, although the student numbers are likely to increase over the course of the year. She flagged that the LA funding is £29K higher than budgeted, due to 1:1 support for students and alternative provision packages.

In terms of expenditure, KF reported that staffing accounts for 67%, against the 71% set in the budget. The projected increase in salaries has not shown an impact on the budget of either school yet, but will do so. Some cost savings made are unlikely to continue for the full year, as there will be expenditure needed to equip the new school building. In addition, some spending was required on the current site to make good.

KF summarised the accounts as largely positive but with challenges to come, especially in terms of staffing costs and the need to fund the proposed restructure. LC gave further details of the plans for additional administrative posts and also noted her intention to reduce reliance on 1:1 funding.

UJ asked if the current financial positive of LB Hillingdon would have an effect on the schools and LC advised that all London local authorities are seeking to reduce their High Needs spending, which will have an impact. She expressed the view that LB Hillingdon will seek to place as many children into schools in the borough as they can, to avoid higher out-borough placement fees.

Governors received the management accounts.

11 SAFEGUARDING

SC noted that Governors received the Safeguarding and Wellbeing Offer and spring term Safeguarding Audits for both schools prior to the meeting, and welcomed comments and questions.

LC outlined her plan to issue a safeguarding survey to all staff at Young People's Academy in order to establish an accurate picture of their knowledge of the safeguarding processes and procedures. She undertook to share the survey and the response data at the summer term LGB.

Action: LC

LC advised that staff undertake regular CPD around safeguarding and that the Designated Safeguarding Lead (DSL) attends the monthly Trust-wide Safeguarding and Wellbeing Forum. In addition, the Safeguarding Team holds a weekly risk and review meeting, at which all cases are reviewed and RAG rated, which is invaluable as it provides the opportunity for the Team to make informed decisions about action to be taken.

SC commended the amount of work underway across the Trust to ensure that safeguarding knowledge is up to date and accurate. She asked LC if the safeguarding and H&S processes would be reviewed in the light of the move into the new building and LC confirmed that SLT are already getting to know the building and have already identified some potential risks which have been pointed out to the contractor. She reassured Governors that, in the two INSET days prior to the young people coming back to school, staff will take the chance to settle into the building and get to know it. She also reminded them that she has been involved in the project since the inception, so knows it very well.

SC asked how the data collected by schools around safeguarding is used. LC explained that the data is scrutinised to identify any trends, support or CPD needs and that all provisions in OHC&AT are proactive and reactive in terms of safeguarding. LC described the golden thread from the Board of Trustees downwards, ensuring that all layers of governance are equally informed about safeguarding. PC added that the data is also used to enable staff to reflect on their practice and the effectiveness of strategies in place, and outlined his intention to use the audits as a starting point for discussion going forwards.

SC commented that there is more detail included in the SGWB Offer for the Young People's Academy than in the Skills Hub. PC undertook to revise the Offer.

Action: PC

SC asked how Governors could reassure themselves that what's included in the Offer is having an impact and LC and PC both suggested that they visit the schools and observe the lived experience, pointing out that impact is often easier to see in real life than through data.

12 GOVERNOR VISITS, DEVELOPMENT AND TRAINING

A Portfolio Reports

SC thanked all Governors for carrying out a portfolio visit this term and completing a report. She confirmed that she had visited both schools and undertook to share a written report after this meeting. SC reported that at Young People's Academy, she had observed the impact of the work being

done to effect improvements and a greater sense of cohesion. She also described how impressed she had been with what she had observed at the Skills Hub, and in particular how all staff are subscribed to the school's ethos and approach to working with young people.

B Governor Training and Development

SC flagged the training plan shared with Governors a few weeks ago, and encouraged them all to complete the training on offer, and to record any training on GovernorHub. SW advised that an online Welcome to Governance in OHCAT and a safeguarding briefing would be made available early in the summer term.

Action: Clerk

13 POLICIES AND PROCEDURES

Governors noted the updated policies and procedures approved by the OHC&AT Board at their meeting on 10 December 2021 which can be viewed on [GovernorHub](#).

14 OHC&AT GOVERNANCE DOCUMENTATION

Governors noted the updated governance documentation approved by the OHC&AT Board and available to view on [GovernorHub](#). SW set out the process underway for reviewing the Scheme of Delegation and associated governance documentations, with the aim of introducing them across the organisation from September 2023 onwards.

15 ANY OTHER BUSINESS

SC thanked all Governors for their input and engagement, and encouraged them to visit both schools at the earliest opportunity, and to attend events where possible.

PC encouraged Governors to watch the film on the Skills Hub [website](#).

16 DATES OF FUTURE MEETINGS

15 June 2022 at 3 pm at the PRIDE Academy.

17 CONFIDENTIALITY

No items were deemed confidential.

The meeting ended at: 5.30 pm

Signed: _____ **Chair**

Date: _____

Actions

Item	Action
4	SC to contact both AA and VHC outside of the meeting to discuss their portfolio allocations.
7	CL to share David Scott's latest health check report for the Skills Hub.
7	PC to ensure that more detailed information about individual students' destinations were shared with Governors.
7	PC and VHC to discuss how links with local community organisations could assist with the recruitment of non-teaching staff.
7	Clerk to share details of all school events via GovernorHub.
7	LC and MM to discuss possible support from NCA's lead therapist.
7	LC to share the updated SEF, SDP and PIAP at the summer term LBB meeting.
8	LC and MM to log into SHEAssure at his next portfolio meeting.
9	PC to share Dashboard via the clerk.
9	LC to ensure incidents are correctly recorded on the Dashboard.
11	LC to share the staff safeguarding survey and the response data at the summer term LGB meeting.
11	PC to revise the SGWB Offer for the Skills Hub, adding more detail.