

**BOLTON IMPACT TRUST**

**MEETING OF THE LOCAL GOVERNING BOARD (SECONDARY)  
(YOUTH CHALLENGE AND LEVER PARK)**

**TUESDAY 9 MAY 2017 AT 4.00 PM AT LEVER PARK**

**Present:** Heather Carr, Andy Feeley, Siobhan Gulshan, Mark Hilton, Rebecca Leonard and Andrea O'Callaghan

**In Attendance:** Paul Hodgkinson (Executive Principal), Christine Birchby (Vice Principal), David Smith (Finance Director), Matthew Taylor (Head Teacher, Lever Park), Melissa Sharp, Class Teacher (presentation/observing) and Carole Brooks (Clerk to the Local Governing Board)

**HEATHER CARR IN THE CHAIR**

**1. WELCOME AND APOLOGIES FOR ABSENCE**

The Chair welcomed all present in particular welcome was made to Matthew Taylor, newly appointed Head of Lever Park School who would commence in the Autumn Term, and introductions were made.

Apologies for absence had been received from Melanie Booth, Tanya Johnson and Rodger Petch. It was noted that Mark Hilton had indicated that he was attending the meeting but had been delayed in traffic.

**2. DECLARATION OF INTEREST**

No declarations of pecuniary interest or conflict of interest were made.

Mr Hilton arrived at the meeting.

**3. MINUTES OF THE LAST MEETING AND MATTERS ARISING**

Governors had received a copy of the minutes of the last Local Governing Board (LGB) held on 7 February 2017.

## **Matters Arising**

### **3.1 Governor Reports**

Mrs Birchby (CB) referred to item 8.4 in respect of the submission of Governor Reports noting the positive impact that they had had. Governors were commended on their efforts and commitment in undertaking the visits to their area of responsibility. PH concurred with the comments made by CB noting that it was hoped the Primary and Medical Local Governing Boards would follow the same example and prove to be running as effectively as the secondary LGB with all Governors being actively involved. It was noted that the secondary model had also been shared with other external settings as an example of good practice.

PH thanked all Governors for their continued commitment. The Chair concurred noting that the positive comments were very much appreciated.

### **3.2 School Improvement Professionals Visit**

CB referred to item 9.1 in respect of a SIP visit for Lever Park. It was confirmed that Mrs H D'Arcy's time had now been secured to undertake a review of each academy and produce a report

### **3.3 Appraisal Procedures**

Further to the minutes recorded at item 10 where Tanya Johnson had suggested that the targets that been set for 2016/17 may require reviewing to ensure that they were relevant. The Chair asked if this had been addressed. PH confirmed that targets had been set and would be further reviewed in July 2017. Staff had attended a number of courses for CPD offering good networking opportunities. A meeting had been planned with the Assistant Head Sarah Roberts in order to gain an update in respect of the Teaching Staff.

PH also informed Governors that a meeting would also be held with Andrea Whitehead and CF in respect of the Learning Mentor Standards which were currently in draft for the whole Trust.

### **3.4 School Website Compliance**

Further to minute number 12, DS reported that work was ongoing to ensure that the websites across all five sites were compliant. DS referred to the compliance check that had been circulated with the agenda papers for the last meeting to support this process, noting that whilst this had been a useful document, compliance in a PRU

setting was different to compliance in mainstream school settings and therefore some of the questions were not relevant.

### 3.5 Policies

Further to minute number 9.8, PH reported that there were a wealth of policies to review, some that required reviewing at Trust level and others at LGB level. A discussion had recently been held with Mary Powell, Chair of Trustees, who had suggested that all Trust wide policies be placed on the website in draft for all Governors to review and respond to with their comments. AOC referred to the procedure undertaken in her individual school noting that specific policies were referred to specific committees and placed on the website for review with comments and queries invited.

PH informed Governors that during the summer holidays a week was to be dedicated to policies and that PH, DS, RL and MH would be involved in reviewing this area.

Governors discussed processes within specific school settings and suggested that if there were any updates/changes to the policy detail that this was highlighted to avoid Governors having to go through the whole policy.

DS referred to the fact that all staff would need to read the policies and be aware of their responsibilities in relation to their working area within each policy and alert them to key areas. A Governor suggested that staff be made aware of any updates and that it was their responsibility to read the policies and sign an agreement to confirm this under the 'Acceptable User Policy'. The onus was then on the member of staff.

### 3.6 Dates of next meetings, Item 16

The Chair referred to the minutes and asked for the following sentence that had been recorded before the agreement, to be removed, as the meeting had always been planned for the 9 May 2017:

*'The Clerk requested that the date of the next meeting be reviewed as she had a clash of meetings on 8 May 2017'.*

It was thought that this detail had been confused with the meeting arrangements of another LGB within the Academy.

**Agreed:** to approve and sign as a correct record the minutes of the last meeting of the Local Governing Board held on 7 February 2017 subject to the removal of the sentence as highlighted above.

#### 4. NOTIFICATION OF ANY OTHER BUSINESS

There were no items of 'Any Other Business' reported.

#### 5. NOMINATED GOVERNOR REPORTS

##### 5.1 Chairs' Briefing

The Clerk reported that the summer term Chairs' Briefing meeting had been arranged for Monday 15 May 2017. The Chair confirmed that she planned to attend the briefing and would present a report to Governors on the information sought, at the autumn term LGB meeting.

**Action:** The Chair to attend the Chairs briefing and provide a report back to the LGB at the autumn term LGB meeting.

##### 5.2 Link Governors Report on Training / Recent Training undertaken

The Clerk noted that further to agreement at the autumn term 2016 Link Governor briefing, the Governor Services Team would now provide a certificate for the full board detailing the LA training attended throughout the previous term. This was the preferred option as opposed to individual certificates and enabled the school to retain a composite record of training attended for school and inspection purposes.

It was noted that training had been undertaken by a number of Governors but the certificate had been forwarded to Emma Stoddard, Clerk to the Trust, to present to the Trust Board at their next meeting.

Further to the minutes of the last meeting PH had suggested that the appointment of link Governor be deferred to this meeting. The Chair therefore asked who would be interested in taking up this role. RL offered to undertake this role if Governors were in agreement. This was agreed.

The Clerk reminded Governors of the requirements of the role, attending termly briefings and reporting back to LGB on any relevant training opportunities and training that may have been undertaken by members.

AOC referred to the Governor Skills audit noting that the audit linked into Governor training in that it would identify any gaps or training requirements and areas requiring further development.

**Agreed:** That the appointment of Link Governor for training be Rebecca Leonard

### 5.3 Governor Visit Reports

The following Governor visit reports had been circulated by email to all members for their review and information:

- Mark Hilton – 31 March 2017
- Melanie Booth – 5 April 2017 – Health and Safety and Safeguarding
- Melanie Booth – 2 May 2017 Daily running of Youth Challenge
- Andrea O’Callaghan – 6 April 2017 – Personal Success Targets
- Siobhan Gulshan – 25 April 2017 Leaver Park Health and Safety
- Siobhan Gulshan – 26 April 2017 – Lever Park - Behaviour
- Siobhan Gulshan – 27 April 2017 Lever Park Health and Safety

PH referred to the meetings undertaken by Siobhan Gulshan in respect of Health and Safety at Lever Park and the follow up meetings that had been held since and as a result of those meetings. It was noted that safeguarding was an emerging strength and that the reports made and the supporting evidence were key to ensure that the requirements were met. Meetings had also been held with the site manager to tighten up the required Health and Safety checks and policies and that the related risks were assessed effectively. It was noted that further work had been required as a result.

A Governor asked what would happen if the site manager was off on long term sickness. It was felt that a contingency plan ought to be in place to ensure matters were addressed as appropriate and that all was compliant. AF referred to a system called ‘Every check’ where weekly alert emails were sent to remind schools of the tasks required at specific times throughout the year. PH requested that a meeting be arranged to discuss this system in more detail.

The Chair referred to the reports submitted by MB for Youth Challenge noting the points identified in respect of the differences between the Learning Mentor and Teaching Assistant roles. RL explained that she was working to place staff (key workers/Learning Mentors into roles that were pertinent to their individual strengths working closely with the Teachers.

PH thanked Governors for their support, it was noted that the reports submitted had been very challenging but very useful and constructive highlighting a wealth of personal success targets.

**Action:** PH to arrange a meeting with Mr A Feeley to further discuss ‘Every Check’ and for DS, RL, PH and SG to attend.

## 6. CONTEXT REMINDERS

A report for both Lever Park and Youth Challenge had been circulated with the agenda papers for Governors review and information. PH informed Governors that the compilation of these reports had been as a result of a Chairs meeting where RL and PH were also present. It was felt that a reminder of the difference between both Youth Challenge and Lever Park would be useful for Governors. PH noted that there were links between the two settings but that there were also some significant differences, in particular in the way certain challenges were presented by the children.

The Chair asked that Governors further review the detail presented and if there were any comments or suggestions to advise her at the earliest convenience. Governors discussed the content noting that the reports were found to be very useful.

**Agreed:** Governors to further review the reports presented and feedback any suggestions/comments as appropriate.

## 7. PERSONAL SUCCESS TARGETS

PH introduced Melissa Sharp, Class Teacher at Lever Park, who had been invited to attend the meeting to make a presentation to Governors in respect of the implementation of Personal Success Targets (PST's). It was noted that the presentation had already been shared with Mrs D'Arcy, School Improvement Professional and also Mary Powell, Chair of Trustees, they had both been very impressed with the information presented. The presentation had also been shared with staff last Friday who had been very enthusiastic provoking positive responses in respect of the data discussion.

MS guided Governors through the on-screen presentation highlighting a simple spreadsheet giving details of the personal success targets set for each pupil in each of the following areas in order to see the full picture for each child:

- Attendance  
The targets set were based on the previous terms attendance and was monitored weekly. The data collected indicated if pupils had not met, met or exceeded their PST. Live data was also displayed in the schools corridor as a way of encouraging good attendance.
- Behaviour  
The system that was in place had been reviewed and achievable PST's set based on the previous term.

- Pastoral

MS informed Governor that this section had not been fully completed and was still 'work in progress' to provide more consistency and tracking.

A Governor asked if the system provided academic monitoring as well as functional skills monitoring. It was confirmed that it did. MS displayed an on-screen example of a pupil profile explaining how the data could be drilled down into specific targeted areas showing the PST's for each area and the recorded outcomes. It was noted that weekly tracking was undertaken and the actions noted for further reflection and addressing as appropriate. The system was able to produce weekly reports to highlight those pupils that had not met, had met, were emerging or exceeded their individual targets. This was colour coded as red, amber and green.

PH noted that he would review the reports and monitor any 'reds' analysing the data putting the required interventions in place to support them. It was hoped that the strategies put in place would then have a positive impact to improve pupil's performance. Following the analysis, any individual pupil or groups of pupils requiring further support would be targeted as appropriate and in some cases a quick win could be made. However, if at the end of the year the child had still not met their PST, at least the evidence and case studies were there to support the strategies that had been put in place.

RL asked if this form of monitoring included the core subjects of Maths and English in addition to weekly monitoring of attendance and Behaviour as performance in these areas are usually linked. It was confirmed that at this moment in time, it didn't.

AOC noted that within this type of setting where there were some complex needs it was easy to hide behind the complexity but commended this system in that the a deeper analysis could be made on an individual basis.

PH noted that the system was also a good method of accountability setting clear targets to be reviewed and for staff to address. Those targets not met would be colour coded in red and addressed as appropriate. AF concurred that it was a good method of holding staff to account.

Governors were informed that the system was password protected and would not be shared with outside agencies at this stage. PH noted that PST's gave encouragement to the pupils to work towards the rewards given and also encouraged staff to work more effectively and efficiently.

PH informed Governors that this system, currently in place at Lever Park was a massive improvement on previous systems. It was also to be introduced to Youth Challenge in the near future; ML had agreed to support RL in its implementation.

A Governor asked if a culture change had been noticed at Lever Park to date. PH explained that this system had the potential to have significant changes. CB noted that she had already recognised a change of culture since last year and that the school were progressing well.

Governors thanked MS for her informative presentation, commending her on the commitment and hard work undertaken in setting up the system.

## **8. ACADEMY LEAD REPORTS TO LOCAL GOVERNORS**

### **8.1 Lever Park**

A report from Mr Hodgkinson (PH), Executive Principal of Lever Park had been circulated with the agenda papers for Governors review and information. The report included information in the following key areas:

- Pupil Numbers
- Projected numbers – September 2017
- Safeguarding
- Health and Safety
- Evacuation/Invacuation Procedures
- Personal Success Targets (PST's) and Progress
- Whole School Summary (PST headlines)
- Individual Pupil Summary versus Personal success targets (including Behaviour and Attendance)
- Behaviour Analysis
  - Exclusion figures
  - Fixed term exclusions
- Attendance Analysis
- Quality of Teaching
- Pupil Destinations
- Personnel Issues
- Looked After Children PST Report

CB reported that a great response to the vacancies had been made with number of interviews held and appointments made to Lever Park.



## Youth Challenge - Academy Lead Report

Governors were guided through the report that had been circulated with the agenda papers. The report included information on the following areas:

- Capacity and Pupil Movement
- Current Student Numbers
- SEN Numbers
- Safeguarding
- Health and Safety
- Pupil Outcomes Autumn Term 2016/17
- Pupil Progress – Spring Term 2016/17 (including Maths and English progress data for the summer term)
- Behaviour
- Pupil Attendance
  - Attendance Data
- Quality of Teaching
- Pupil Destinations
- Personnel Issues
- Curriculum
- Looked After Children Report

CB referred to the 5 pathways, analysis and actions highlighted within the circulated report and commended RL on the detail and format of reporting.

RL informed Governors that her biggest concern was issue around pupil capacity and the 'length of stay' for some pupils. It was noted that this had been a concern for Youth Challenge for a number of years and continued to be so.

RL referred to Education Health Care Plans (EHCP's) noting that an exit strategy was required as there were too many pupils with 'needs'. RL also referred to pupils being very dis-engaged on arrival and the importance of the role of the staff at Youth Challenge to encourage engagement and prepare them for post 16. This was proving very challenging due to the number of pupils requiring EHCP's. It was felt that the 'offer' available for Key stage 4 pupils was very good; many pupils had moved on either moving out of the area or being admitted to Lever Park. It was noted that capacity and pupils moving on had always been a challenge and it was becoming harder if the EHCP's were not in place at the required time. It was therefore felt that further review of the 'offer' for Key stage 3 may be required to facilitate pupils return to mainstream school, as appropriate and at the earliest opportunity.

AOC referred to the need for expansion of the PRU setting. PH agreed that this was required as the capacity could not meet the demand for places.

The Chair referred to the offsite provision pathway at Highfield Community Centre that was no longer in use. PH informed Governors that the service no longer used the venue at Highfield but that they used a room at 'Gloves' which was part of Amir Khan's gym. It was noted that the children were responding well to this venue with the same offer and package being given. PH explained that Amir Khan had expressed a keen interest in supporting Youth Challenge with rewards and filming opportunities.

The Chair commended the opportunities given to the pupils noting that it was good to see community involvement.

PH noted that other community links included Tesco, donating food for the children to take home whom were less fortunate and also B&Q supplying vocational items for the children.

## 8.2 Visit by School Improvement Professional (SIP)

### Youth Challenge

A copy of the SIP Report following the visit to Youth Challenge site from Mrs Hilary D'Arcy held on 27 March 2017 had been circulated with the agenda papers.

### Lever Park

A copy of the SIP report following the visit from Mrs Hilary D'Arcy to Lever Park on 5 April 2017 in respect of the interim review of Teaching, Learning and Assessment, Phase 1 had been circulated with the agenda papers.

CB noted that by having Mrs D'Arcy in place, there was now a clear focus for each centre and that Mrs D'Arcy had the expertise to guide and support each area effectively.

## 8.3 Termly report on Children Looked After

It was reported that there were eight children looked after across Youth Challenge and five children within Lever Park. The necessary support strategies were in place for these Children. Further information in respect of the Looked after Children were highlighted within the Academy Leads reports as circulated with the agenda papers.

**Agreed:** That the termly report on the provision for Children Looked After be received and noted.

## 8.6 Termly Report on Attendance and Children Missing Education

### Attendance

It was noted that details in respect of attendance had been highlighted within both Academy Leads Reports

It was confirmed that there had been no cases of children missing education in either of the establishments and that this matter was closely monitored.

**Agreed:** That the report on attendance and 'Children Missing Education' be received and noted.

## 9. FINANCE AND POLICIES

### 9.1 Current Financial Position

A finance report prepared by Mr Smith had been circulated with the agenda papers for Governors review and information. The report included information under the following headings:

- Purpose of the report
- Report Description
- Introduction
- Projected Financial Position
- Explanation of the variances between the current projected outturn and the previous projection reported on 7 February 2017 (last LGB meeting)
- A detailed explanation of the revised charging strategy as implemented on 1 April 2017
- Conclusions
- Recommendations

PH reported that there were some issues in respect of funding but this had been discussed at Trust level and they were not unduly concerned.

DS reported that there was a significant deficit but that it was hoped that this would be 'clawed back' following the measures that had been put in place. It was noted that Lever Park was currently being subsidised by the other PRU settings and it was

necessary to resolve the deficit situation at Lever Park to ensure that they were fully funded in order to be self-sufficient in the future.

PH noted that he felt that the current funding model in place was not effective for Lever Park and that the LA didn't really recognise the challenges around this. A meeting had been arranged for 15 May 2017 for the Special School Head Teachers to engage in discussion and share views in this matter. It was noted that this work would continue with Matthew Taylor, the newly appointed Head of Lever Park.

Governors discussed this concern noting that it was necessary for each setting within the Academy to be self-sufficient and not be reliant on each other for financial support.

## 9.2 Policy Approval/Ratification

Further to the last meeting it was agreed that RL would circulate any policies requiring LGB approval to all members ahead of the meeting in order for them to review the policies and submit any comments, questions or concerns before the relevant LGB meeting. The following policies had been circulated and approval was sought:

### Safeguarding Policy for both Youth Challenge and Lever Park

Governors discussed a number of amendments required to the content on page 14/15 and 17 of the Safeguarding Policy. It was also noted that Youth Challenge were not included within the details recorded for operation Encompass. RL noted this omission and it was suggested that she liaise with Jacqui Parkinson, LA Lead Officer for suitable detail to include. Governors also commented on some formatting amendments to the policy.

#### **Agreed:**

- i) That the LGB approve the Safeguarding Policy subject to the amendments being made as discussed.
- ii) That the policies be further reviewed at the Chairs meeting to ensure all required amendments had been updated before uploading the website.

#### **Action:**

- i) RL to liaise with Jacqui Parkinson in respect of Operation Encompass and also review and correct the formatting as discussed.

- ii) RL to update the policy and email the revised version to all members of the LGB.

#### Health and Safety Policies for both Lever Park and Youth Challenge

A copy of the Health and Safety policies for both Lever Park and Youth Challenge had been circulated to Governors for their review and approval.

Governors discussed both policies, whilst approving the content, it was noted that there were a number of formatting issues that required further review.

**Agreed:** That the Health and Safety Policies for both settings be approved subject to the formatting amendments being made as discussed.

#### **10. GOVERNOR SKILLS AUDIT**

A copy of the Governor Skills Audit pro-forma had been circulated for Governors to complete and return to Mr Smith at the earliest convenience. DS reported that he had received a number of completed audits but there were still some outstanding. Once a full complement had been received an analysis could be made to provide details of any gaps. The outcomes would then be reported on at the next meeting.

#### **11. TERMLY EVACUATION/INVACUATION PROCEDURE**

PH reported that details of Invacuation and evacuation procedures were highlighted within the academy leads circulated reports.

##### Lever Park Evacuation/Invacuation:

Spring Term 2017:

- Evacuation held on 23 January 2017 in 2 Minutes 14 Seconds
- Invacuation held on 23 January 2017 in 1 Minute 39 seconds

Summer Term 2017:

A summer term evacuation/Invacuation drill had not been held at the time of this meeting. It was confirmed that this would be undertaken before the end of the summer term with a report back to Governors in the autumn term.

### Youth Challenge:

#### Spring Term:

- Evacuation held on 23 January 2017 in 2 minutes 18 seconds
- Invacuation – No detail to report.

#### Summer Term 2017:

- Invacuation drill held on 6 May 2017 in 3 Minutes 24 seconds
- Evacuation drill to be undertaken later in the term

**Agreed:** That Governor's receive the report on invacuation/Evacuation procedures for both academies.

#### **Action:**

- i) RL to ensure that a summer term Evacuation drill is arranged for Youth Challenge with a report back to Governors in the autumn term.
- ii) MT/PH to arrange a summer term evacuation/Invacuation drill for Lever Park. and report back at the autumn term meeting.

## **11. SCHOOL TERM AND HOLIDAY DATES 2017/18**

At the last meeting, the Clerk had advised that there had been changes to the standard Local Authority School Term and Holiday Pattern from the 2017/18 academic year. However, the Trust Board were at liberty to set their own pattern for the academy trust and this decision would be referred to them.

PH had confirmed that the Academy would be following the model in line with other local secondary schools.

A copy of the agreed dates had been circulated for Governors information.

## **16. DATES OF NEXT LOCAL GOVERNING BOARD MEETINGS**

The Clerk proposed the following meeting dates for the 2017/18 academic year:

Autumn Term:	Tuesday 3 October 2017 at 4.00pm
Spring Term:	Tuesday 13 February 2018 at 4.00pm
Summer Term:	Tuesday 22 May 2018 at 4.00pm

PH suggested that the meeting dates/venue for the 2017/18 academic year not be confirmed at this stage. It was preferred that the meetings were planned in line with data availability and Trust meeting dates. Further discussion was therefore required with PH, RL and members of the Trust Board.

**Agreed:** that the meetings for the 2017/18 academic year for the Secondary Local Governing Board be confirmed at the earliest opportunity.

**Action:**

- i) PH to liaise with RL and the members of the Trust Board in respect of suitable 2017/18 meeting dates for the 2017/18 academic year.
- ii) PH/RL to further discuss/confirm meeting dates with the Clerk at the earliest opportunity.
- iii) The Clerk/PH to confirm 2017/18 meeting dates with all members of the LGB at the earliest opportunity.

**17. CONSENT TO ABSENCE**

**Agreed:** to consent to the absence of Melanie Booth, Tanya Johnson and Rodger Petch from this meeting.

**18. ANY OTHER URGENT BUSINESS**

There were no items of 'any other business to report.

**19. CONFIDENTIALITY**

**Agreed:** That none of the matters minuted at this meeting be designated as confidential in accordance with the Academy's Memorandum and Articles of Association.

**PH requested that any pupil information discussed within the Personal Success Target presentation be kept confidential.**

The Chair thanked Governors for their attendance and commitment.

Meeting closed at 6.00pm

Signed as a correct record:

\_\_\_\_\_  
(Chair of Local Governing Board)

Date:

\_\_\_\_\_