

Minutes for Hop Skip and Jump AGM on Tuesday 4th July, 2017

Meeting opened at 6pm by Celia with prayer.

The Gloucestershire Masonic Charity (Cheltenham), attended to present a cheque for £600 to Hop Skip and Jump. Celia noted that they have been great supporters of Hop Skip and Jump for many years now and gave thanks for the donation and continuing support.

Apologies: Malcolm Cooper-Smith, Viscount Chelsea, The Sobell Foundation, Mr & Mrs Nisbett, Jonathan Smith.

Rev Celia Carter - Chairman – Report

This year has been one of change as the Foundation moves towards appointing a CEO to take over the Charity from Clarissa Mitchell who plans to retire next year. Last Spring, Hayley Stone was appointed Director of Provision and Care and Terry Radcliffe, Director of Training. This enabled the Foundation to research and prepare for the recruitment of the main role, while at the same time lifting the standards of each centre to an even higher level of care. As a result, the inspections by Ofsted and the Local Authorities during the year, were full of praise. The Centres are being asked to provide for more acute cases than ever before, and so the clinical training has had to be upgraded. Steve Durney was appointed accounts manager in March, together with Mandi Colvin, as the Fundraiser and Administrator.

The aim is to make the Centres pay for themselves, and, by the end of this year, I am pleased to say that on average 80% of the annual income is now being achieved, even though it remains extremely hard to get money from some Local Authorities and their debts to us, as you can see, run on.

We continue to have the challenge of funding the 20% shortfall and, indeed, the Foundation Office, without which the Centres could not run. We have pulled all the administration under one roof now, and also all the accounts under the Foundation Charity number and it is working well.

We remain so grateful to those generous funders who realise what our great staff team achieve day by day. The Social Impact is massive but, alas, the need for our flexible and immediate provision of care is ever increasing.

Reverend Celia Carter. MBE. JP

Celia added that both herself and Clarissa will be moving to an ambassadorial role later in the year and that she has every confidence in the management team to continue to run the charity in the best possible way. Celia related that there lots of exciting things in the offing, including the fact that we are hoping to open a new centre in Liverpool.

Clarissa Mitchell - CEO – Report

This last year has been one of looking forward and ensuring that Hop Skip and Jump will be sustained for perpetuity. This was advised in the five year plan proposed by our Consultant, Jonathan Smith.

We began by researching the position of the CEO and were helped along by Vistage, a networking organisation for CEO's and Chairmen. We used a recruiting agency recommended by this organisation. There were over 43 applications and we brought this down to a short list of twelve and then two. They had to spend a day at a centre as a volunteer as part of the process and neither were suitable. We took on, at the request of Vistage and the recruiting agency, a man who interviewed well, but, when in post was overawed by what we did and found it daunting so he left in the fourth month of his probation period. The changes being made resulted in the appointments of a Director of Care and Provision and a Director of Training as well as a new Finance Manager. This ensured that the Centres were run to a high standard while the big change was being prepared for. This was an excellent move as the two directors made the standard of Care even higher with more and more acute cases being brought to us and the Finance Manager worked closely with Randall and Payne to tighten the Financial Governance so that the Foundation will move forward on a good and sustaining level, with further recognition from the Local Authorities and Lead Professionals.

Sadly, our intern who had been promoted to Marketing Manager, had to leave in June. This has left a gap hard to fill. However, knowing that there is a call for greater administration within charities since the Kids Company closure in 2015, we took on a Fundraiser and Administrator, and a Marketing Manager. Our office is now strong but it is a tough one to fundraise for. However it is clearly necessary and has certainly upped our performance.

I feel so proud of all our excellent staff and their complete dedication to the work that they do. I, after 36 years, have never known the level of care to be so demanding but this is the result in not only an increase in medical knowledge, but also the Lead Professional's greater awareness of family breakdown and abuse.

Thanks to a multitude of things I feel I can hand over Hop Skip and Jump in an exciting and growing position next year and do so with gratitude to God and all of you and those who have worked for Hop Skip and Jump over the years. I shall never get over the amazing generosity and loyalty of our donors, some of whom have stayed alongside the Charity from its beginning in 1981.

Clarissa Mitchell

Clarissa added that she was thrilled to be handing over to Hayley Stone, and that she felt that Hop Skip and Jump was really going to thrive with her leadership; there has already been evidence of this in the last month. Clarissa will be moving into an

ambassadorial role. Clarissa also wanted to thank everybody, the donors, the staff and all those who have believed in the work that we do. Clarissa also asked whether our current trustees had any other associates that they could recommend as trustees specifically for our Bristol centre, and if so, please let us know.

Hayley Stone – Director of Care & Provision - Report

The past year has been very busy across Hop Skip and Jump and the centres have excelled themselves in their delivery of care. We continue to build and maintain great relationships with outside agencies, local authorities, schools, groups, other charities, families, professionals and social services.

We are providing a high level of support to many families that are really struggling with day to day life. The centres continue to meet the needs of their communities by extended hours/wrap around care and in some cases Sunday opening. Social services refer many more children to us that are at risk and need a high level of care and support, than ever before.

There is a high increase in the number of children presenting challenging behaviours and it is displaying in younger children more than ever before. Schools are working with us to support these children on an interim basis for alternative learning. This has grown hugely across the organisation with schools recommending us to other schools. The centres are looking extremely presentable and cared for with a strong core team of dedicated care professionals at each centre, supported by bank staff and volunteers at peak times.

Working closely with the Director of Training, we have trained the staff to a high level to be able to meet the needs of children with complex needs or behaviours. I have been working closely with the Supervisors over the last year to support them in running the centres more efficiently and to support as many service users as possible.

We have strengthened our relationship with the local authorities by having regular conversations and meetings and this has increased the level of referrals to HSJ. I continue to work with all involved to increase sustainability and footfall.

Hayley Stone

Celia added that it was amazing what Hayley is achieving within the charity; there have been compliments and feedback from all over the country. Clarissa added that she was really looking forward to Hayley fully stepping into the CEO role after completion of her probationary period on September 1st, this year.

Terry Radcliffe - Director of Provision and Training

- I took over the role of Training and Development Manager in Feb 2016
- Throughout the first year, I worked closely with the Care Standards Officer in the leadership and development of all the Hop Skip and Jump Centre.
- Worked closely with the Foundation team in supporting the centres to the highest standard.
- I researched and arranged all of the mandatory training for the staff in all of the centres and made sure that good and accurate recording was completed in all of the centres of these training days.
- Worked closely with the Care Standards Office to update and write all of the Hop Skip and Jump policies and procedures.
- Used my leadership skills to ensure all of the staff were motivated and that they all delivered a high standard of care at all times.
- I put in post the new Head of Care in 3 of our 4 centres, and recognised existing Head of Care's skills and knowledge and promoted them to Centre Supervisor within the Cotswold Centre.
- I organised a two day training session and presented the training in the Swindon Centre. I presented this to all staff in the west country.
- Over the Christmas period I worked out the scheduling for all of the Centres Christmas parties and nativity plays. This included the music, choirs and Santas for each centre.
- I took my new role as Director of Provision and Training during February 2017.

Celia commented that together, Hayley & Terry were a brilliant pair with vast expertise in their field. Terry will be implementing an in-house de-escalation training scheme for both Hop Skip and Jump staff as well as other professionals. The question was raised as to whether this would help the teachers to cope with arising situations; Terry responded that it would as it will also help the other children re, the de-escalation as all children have to be treated the same. Terry also reported that our alternative education provision was going from strength-to-strength and that most children attending stayed with us for an average of 3-4 months before being able to fully re-join their schools; feedback states that when they do go back in, they are getting on with other pupils who are also more tolerant and less fearful.

Tim Watts & Nicky Cairns - Presentation of Accounts

Nicky explained that this year's accounts looked very different as all the individually registered charities had been brought together under one charity. This has resulted in a

bottom line income figure of £940,000.00. Nicky explained that each centre could still be seen separately at the back of the document, but that a headline was that it could clearly be seen that we had made a surplus of £65,000.00 this year, which is a good position to be in.

There was a query as to whether combining the accounts changed the restricted and unrestricted amounts; the answer was that it does not change them.

Celia gave recognition and thanks to Steve Durney, (Finance Manager), for all the hours he slaves away and holds his nerve within his role; it takes courage and patience and he completes this admirably. Celia also gave thanks to Randall & Payne too.

Election and Appointment of Auditors

Nicky and Tim of Randall and Payne were appointed – Jennifer proposed, Fiona seconded and all present voted unanimously.

Any Other Business:

Centre Reports:

The Wigan centre goes from strength to strength and we are all very excited that we have such expertise in place to help supervise and nurture the opening of the sister centre in Liverpool. There seems to be a real need for our work in the north of the UK, and combining that with Ofsted favouring a cluster of geographically – similar centres that can support each other, we are hoping to expand in the area in the future.

The Horsham Centre closed this year, due to being unable to find a permanent home for the service. We are looking into other avenues within the area, to see if there are viable opportunities to open a centre elsewhere.

- Please see the attached centre reports for current information on their progress. –

Trustees Meeting: Our next Trustees meeting will be in November, 2017 – date to be confirmed.

---- **Meeting Closed** ----