

Minutes of the Orchard Hill College Family Board meeting held on Friday 9th December 2016 at 1.00pm at the Vocational Progression Centre, Carshalton College Campus, Nightingale Rd, Carshalton, Surrey SM5 2EJ

OHC Board Members: Darren Coghlan (Chair)
Rama Venchard (Vice Chair)
*Staynton Brown
Eamonn Gilbert
*Dr David Watkins
Dr Caroline Allen (CEO/Principal)

OHCAT Board Members: *Jay Mercer (Chair)
Kevin Finnigan (Vice Chair)
*Yolande Burgess
*Mary Francis
*Roger Mills
Stephen Lawes
Dr Caroline Allen (CEO)

*Denotes absence

Also Present: Tracey Goodsell-Clerk to the Board
John Prior-Executive Head (Quality and Development)/Deputy CEO
Corrina Jenkins-Executive Director, Finance
Janet Sherborne -Executive Head OHC&AT Services

Part A

1. Welcome and Apologies

Directors **NOTED** that apologies for absence had been received from Staynton Brown (OHC), Dr David Watkins (OHC) Jay Mercer (OHCAT), Roger Mills (OHCAT) Mary Francis (OHCAT) and Yolande Burgess(OHCAT).

It was suggested that Skype/phone-ins should be arranged for Directors who are unable to attend, where possible.

2. Election of Chair and Vice Chair

i) OHC-Chair

Directors were advised that Mr Coghlan has indicated that he would be willing to stand as Chair of the OHC Board until autumn term 2017. Other nominations were invited but none were received. Directors voted unanimously in favour of Mr Coghlan being Chair until autumn term 2017.

ii) OHCAT-Chair

Directors were advised that Mr Mercer has indicated that he would be willing to stand as Chair of the OHCAT Board until autumn term 2017. Other nominations were invited but none were received. Directors voted unanimously in favour of Mr Mercer being Chair until autumn term 2017.

iii) OHC-Vice Chair

Directors were advised that Mr Venchard has indicated that he would be willing to stand as Vice Chair of the OHC Board until autumn term 2017. Other nominations were invited but none were received. Directors voted unanimously in favour of Mr Venchard being Vice Chair until autumn term 2017.

iv) OHCAT-Vice Chair

Directors were advised that Mr Finnigan has indicated that he would be willing to stand as Vice Chair of the OHCAT Board until autumn term 2017. Other nominations were invited but none were received. Directors voted unanimously in favour of Mr Finnigan being Vice Chair until autumn term 2017.

3. Constitution and Appointments

a) OHC

i) Board of Directors

Directors **NOTED** that there is one vacancy on the Board. There was a discussion about the skills needed to fill this vacancy.

ii) OHC Committee

Directors **APPROVED** the appointment of Dave Hobday as Chair and Michelle Humphries as Vice Chair on the OHC Committee until autumn term 2017.

Directors **NOTED** that there is a vacancy for a finance portfolio governor.

b) OHCAT

i) Approval of OHCAT Documentation

Directors were advised that, in the light of the expansion of the Trust and of recommendations from the recent internal audit, the OHCAT delegation documents have been reviewed to ensure that they are consistent.

Directors **APPROVED** the Scheme of Delegation and Schedule of Responsibilities.

ii) Appointment of Academy LGB Governor

Directors **APPROVED** all the appointments to the LGBs, including the new Nightingale LGB.

4. Declaration of Interest

- i) Mr Venchard declared that he is the Project Manager for schools converting to academy status under OHCAT.
- ii) It was **NOTED** that Directors have completed their annual declaration of interest forms.

5. OHC&AT Skills Audit Analysis 16-17

It was **NOTED** that Directors have completed their annual skills audit forms. They also **NOTED** the skills audit analysis.

6. Email Approval

It was **NOTED** that Directors had approved by email, the awarding of the tender (using the tender waiver form) to Rama Venchard to deliver the project management for the Free School Bids. Mr Venchard has completed a statement of assurance to evidence services have been charged at costs, as per the Academies Financial Handbook.

7. Minutes

- i) OHC Directors agreed and signed the minutes and the OHC resolutions of the Orchard Hill Family Board meeting held on 30th June 2016.
- ii) OHCAT Directors agreed and signed the minutes and the OHC resolutions of the Orchard Hill Family Board meeting held on 30th June 2016.

- iii) OHC&AT Directors **RECEIVED** the minutes of the OHC&AT Chairs' Committee meeting held on 21st October 2016, together with the terms of reference and the LGB roles and responsibilities flow chart.

8. Matter Arising

- i) Further to minute 3b)i), Directors **NOTED** that the delegation documents had been approved under Item 3 b)1) on the agenda.
- ii) Further to minute 7, Directors **NOTED** that the progress report from Mr Prior was included in his presentation (item 10b on the agenda)
- iii) Further to minute 7(2), Directors **NOTED** that a meeting had taken place between Mr Mills and Mr Jordan-Diaper to discuss community opportunities. Mr Mills has identified potential opportunities for funding for developing student projects.

9. CEO's Report.

1. OHC&AT

1.1 Strategy

Directors **APPROVED** the OH&AT Strategy, which has been refreshed, included updated KPI's, following discussions at the Directors' Awayday.

1.2 Quality

Agenda item 10b refers.

1.3 Succession Planning

Directors **NOTED** the Executive structure. They asked about the development of middle leaders and were advised that this has been included in the Heads' performance management targets this year. They also **NOTED** that the Executive Head, Quality and Development is identifying the implementation plan for further expansion of the Training School.

1.4 Innovation Hubs

Directors **NOTED** that key innovation areas have been identified for roll out during the next two terms, to share expertise across the Family.

1.5 Portal

Directors **NOTED** that a new portal for Members, Directors and Governors is being set up and login details will be sent out shortly.

2. OHC

2.1 College Overview

Agenda items 10a and b refer.

2.2 Pentland Field College Centre.

Directors were advised that the College students would access technical/vocational facilities at the Free School sixth form when built. In the meantime, there is a need for College provision in the area. This year, OHC students are using two classrooms at the sixth form centre at Pentland Field Academy as an interim arrangement, with one classroom available next year. The College is reviewing options for accommodation in the areas, with a view to leasing additional premises.

Directors **APPROVED IN PRINCIPLE** these proposals, noting that email approval will be sought for final approval for leasing additional premises.

2.3 Croydon Centre

Directors **APPROVED IN PRINCIPLE** for the CEO to continue discussions with the CEO for Croydon Council and Croydon councillors with a view to exploring the possibility of setting up a centre in the borough.

2.4 Higher Education Update

Mrs Sherborne provided Directors with an update of Higher Education including the successful validation of the Post 14 Diploma in Education (DET) with Canterbury Christchurch University (CCU). Directors also noted that the College has now formed a Higher Education Steering Group, whose first task will be to ratify the set of Higher Education policies. The Steering group will also ensure all the College's work meets the QAA Quality Code of Expectation and will produce an annual Self-evaluation Document (SED) to be approved by the SLT and the Local Governing Body at their autumn term meeting.

There is interest from CCU working collaboratively on research projects.

Directors **NOTED** the Higher Education Update.

2.5. New Apprenticeships at OHC

Mrs Sherborne advised that the College has employed 4 apprentices, with a further apprentice about to start pending clearances. 2 are customer services apprenticeships and the other 2 are working in the Finance Department and attend Carshalton College. All have special education needs and 2 have progressed from the traineeship scheme. Directors were pleased to note that all of them are doing well and making a great contribution to the College.

Mrs Sherborne further advised that from May 2017, funding for apprentices is changing. Employers with a paybill of over £3m will be required to pay 0.5% of that into a levy. Mrs Sherborne said that the levy will be used to train the apprentices. The College has applied to be included on the Register of Apprenticeship Training Organisation Providers (RoATP) which will allow us to offer apprentices to our staff, and other employers who pay the levy, which will also include OHCAT.

Directors **NOTED** the information on apprenticeships.

2.6 OHC Risk Management

The Risk Register had been discussed in detail at the Audit Committee meeting.

Directors **RECEIVED** the risk register and movement chart.

3. OHCAT

3.1 Teckal Company

Directors were asked to consider a recommendation that OHCAT becomes a shareholder in the Sutton Teckal Company. Directors asked about the benefit to OHCAT and Dr Allen said that this will signal OHCAT's continued support of its local community of schools, without over commitment in workload or liability (the liability is £10.00). Lawyers advice has been sought and they have recommended that this should be kept to the Trust. It will be possible to withdraw with six months' notice.

Directors **APPROVED** the recommendation that OHCAT becomes a shareholder in the Sutton Teckal Company.

3.2 New Offices-Quadrant House

Mrs Sherborne said that the proposed new offices at Quadrant House for OHC&AT Shared Services will give capacity for growth and will present the right image to attract potential corporate sponsorship. The office space will include a Digital Learning space offering a professional 'front of house'. The building is also fully DDA compliant. OHC&AT has also been able to source furniture for the new offices at no cost.

Mrs Jenkins said that there will be two leases, one of OHC and one for OHCAT to benefit from the tax relief.

Directors **APPROVED** the Shared Services move to Quadrant House. **(This was approved by both Boards).**

3.3 Academies

Agenda items 10a and b refer.

3.4 Virtual Free School: SEN and Alternative Provision (VSSAP)

Dr Allen said that following a conversation with Mr Mercer he had suggested that the VSSAP should be renamed, 'Additional Needs' School.

The rationale for the new additional needs school is to enable pupils to remain in mainstream school through providing expert, specialist support designed to equip the pupil and school with the learning, behaviour, therapeutic and specialist input and coaching required to remain in mainstream. The purpose is achieve positive learning outcomes and strategies and resources for managing individual challenges, such as mental and medical health issues, learning disorders and difficulties and behavioural issues which may otherwise result in poor performance and outcomes, social problems, health issues, exclusion, becoming NEET. The aim is to provide a small Free School base for out of school coaching interventions, where possible attached to one of the existing College/Academies, in each of the hub areas with a team which works primarily within mainstream schools situated within or close to the community hubs. The Free School will work closely with other professionals to ensure that the support for children in school and from other services gains coherence and impact.

Directors **APPROVED IN PRINCIPLE** that Dr Allen should formulate a brief for discussion to the RSC office, ahead of possible submission in the March wave.

3.5 Confidential item-See Part B of minutes.

3.6. Free School Applications

Directors NOTED that ministerial approval was granted in September for both the Sutton and Hillingdon Free School Bids. 'Kick off' meetings and 'technical team' meetings have been held with the EFA, and meetings are continuing with local Councillors in both areas. A provisional wish list for the buildings has been submitted. The next stage sits with the EFA and LAs to agree Heads of Terms.

Directors **NOTED** this information.

3.7. OHCAT Risk Management

The Risk Register had been discussed in detail at the Audit Committee meeting.

Directors **RECEIVED** the risk register and movement chart.

10. Presentations/Strategy Discussion

- a) Overview of College Developments at Orchard Hill College-Ashley Jordan Diaper-Head of College

Mr Jordan-Diaper highlighted the following points in his presentation:

- The College's aim is to ensure students have a sustainable place in life when they leave the College. The College links with other providers to equip students with the skills they need to move on. The Individual Learner Plans (ILPs) include targets that are linked to an external outcome.
- The College's Workstart programme has recently won a national award as an example of good practice.
- The College receives excellent feedback from its stakeholders.
- Going forward, funding will be a challenge as schemes that have been previously funded or have received grants have started to disappear and the College will need to look at ways to sustain that through partnership working.

Mr Jordan-Diaper invited Directors' questions.

Mr Coghlan asked whether the College is still grading itself as outstanding. Mr Jordan-Diaper said that the self-review of outcomes is outstanding, as is Leadership and Management. Teaching is currently at 95% good to better, and the College is working hard to improve any inconsistencies. Support is being given particularly to the newly qualified lecturers to improve their confidence in observations. Staff are also being supported to deal with the high levels of challenging behaviour.

Mr Prior said that if the College was to receive an Ofsted visit now, he would be confident that it would receive an outstanding judgement. The College operates a 'typicality' schedule (which mirrors that used in the academies) which grades lecturers on a series of areas, not only teaching, but in other areas such as behaviour management, engagement with the wider community etc. The leadership needs to be distributed down. Heads of Centres will be supported to develop their strategic thinking, budget planning etc.

There was a discussion about EHCPs and the challenging policy and funding environment. There is a need to work with the LAs to define the outcomes in the EHCPs clearly. Mr Gilbert said that this can prove difficult as some parents are keen for their children to stay until they are 25.

Dr Allen said that she has raised the place-funding issue as a matter of urgency with the EFA and DfE as this is currently predicated on 'host' borough. Directors were

keen to support where they could. She encouraged Directors to use any lobbying powers they have to keep this issue live.

Directors thanked Mr Jordan-Diaper for his informative presentation.

b) Outcomes, Context and Consideration-John Prior, Executive Head of Quality and Development/Deputy CEO

Mr Prior said Ofsted do not compare performance of special schools due to their unique nature, but in his presentation, he has broadly grouped the schools in the Trust as follows:

- Carew, YPA and St Philips-(These three are shown together as they are a combination of a) the most similar and/or b) the longest in the family)
- Dysart and Bedelsford
- College

Pupils in the academies mainly move onto FE colleges and sixth form. Destinations into traineeships and apprenticeships will likely grow as OHC&AT takes on an increasingly diverse and 'mixed economy' of learners. The NEET figures shown in the presentation are confined to Hillingdon, who have the highest rate of NEET (16-18 year olds, particularly the 'unknown' category) in London (as of July 2016 NCCIS data).

With regard to pupil attendance, Mr Prior said that because of the relatively small cohorts (compared to mainstream), the figures can be easily skewed on a monthly basis. However, overall the trend across the Trust is one of incremental improvement. The DfE benchmark for Persistent Absentees (ie, those learners who attend for less than 90%) has moved from the previous 85%. Inevitably, this will impact on data, particularly where, for example, pupils have existing medical or life-limiting conditions. Mr Prior spoke about Nightingale Community Academy, which joined the Trust in September 2016. The school is challenging and remains in Special Measures. As a new school, it will not receive an Ofsted inspection now until year 3 of opening. The cohort is similar to YPA, although the difference in total GCSE points for 2016 is marked (111.5 at NCA and 701 at YPA based on roughly the same number of learners). Attendance at the school is improving. The new Principal, Andre Bailey is providing dynamic leadership, and with the backing of the OHC&AT family, is already making a difference. In turn, the family is also benefiting from Mr Bailey's expertise, particularly in regard to data analysis.

Mr Prior spoke about the recent Rochford Review which focuses on the possible replacement of P-scales as a measure for gauging progress for learners with the most complex needs. The DfE have undertaken to consult on these recommendations early in 2017, although other more pressing government matters (i.e. Brexit) are likely to delay this consultation. The Trust will need to continue to be highly aspirational for all its learners regardless of the presence or otherwise of

national measures and benchmarks (of which there are currently, effectively none that apply to the special sector). The Trust, and individual schools, will need to continue to evidence progress over time. There will also need to be a broader focus on 'value added', i.e., what value OHC&AT adds to sponsored academies and the College by virtue of being part of that entity.

Directors were then afforded an open discussion about progress, outcomes and quality.

Mr Venchard asked whether Heads and Heads of Centres are performance managed using 'Trust wide' targets.

Mr Prior said that all Heads are set a target with regard to school to school support. There is also a focus on the strategic development of middle leaders, including the setting up of 'Innovation Hubs' drawing on the expertise of middle and senior leaders across the family. e.g. STEM, Performing Arts, Research and Innovation.

Mr Finnigan asked the following questions:

- Will Ofsted inspect the Multi-Academy Trust, or the individual schools?

Mr Prior said that, currently, Ofsted inspects individual provisions. They have alluded to inspecting MATs in the future but this is not happening yet, most likely due to a lack of capacity (quantity) within Ofsted allied to the often diverse nature of MATs.

- The Teaching and Learning Slide shows 5 higher and 2 lower judgements at year end as opposed to year to date? Is there any reason for this?

Mr Prior said that at year-end, the teachers have benefitted from a full year of coaching and appraisal, there is usually a peak in the summer. New staff are often recruited for the beginning of the school year which could account for the small dip as they are developed.

- Is there a correlation between the best Teaching and Learning grades result and the best results and outcomes? Is there data available for this across the Trust?

Mr Prior gave the example of Carew Academy where the teaching went from inadequate to nearly outstanding in seven terms. There was evidence to show that the accreditations and outcomes followed the same path. It is important to look at trends over three years, e.g. are we entering more students for accredited courses? Are there fewer NEETS? Has attendance improved? Are students moving on to better destinations? Progress and added value is measured in multi-faceted ways to avoid a narrow focus solely on accredited outcomes.

Mr Finnigan also asked whether Ofsted inspectors visit classrooms.

Mr Prior said that in Good and Outstanding schools, inspections take place over one day, with a judgment being made by 2.00pm as to whether the school remains outstanding, remains good, or could possibly be outstanding or Requiring Improvement (if currently Good). As a rule, there often isn't a great deal of time for them to visit lessons, but it will form a part of the inspection, if only as a verification and validation of the school's own data on quality. Therefore it is important to be able to evidence to inspectors that there has been good progress over time.

Mr Gilbert asked how the Trust will be managing the new Maths and English GCSE syllabus and examinations.

Mr Prior said that the Trust will use the expertise across the family. The fact that there will no longer be a coursework component for these pathways, and that assessment is increasingly terminal exam only, will inevitably impact the pupils in our schools, given the nature of their SEND. The Trust constantly looks at suitable alternative accredited pathways, of which there are many.

Directors thanked Mr Prior for his excellent presentation.

11. Finance and Funding

a) OHC

For Approval

Revised Budget 2016-17

The revised budget had been considered by the Audit committee and had been recommended for approval by the Board.

Directors **APPROVED** the revised budget.

Audited Accounts 2015-16

The audited accounts and financial statements had been considered by the Audit committee who had discussed them directly with the auditors and had been recommended for approval by the Board

Directors **APPROVED** the audited accounts and financial statements, for final sign off by the Chair, Darren Coghlan.

For Information

Audit Findings Report and Representation Letters

Directors **RECEIVED** the Audit Findings report and representation letters.

3 Year Forecast

Directors **NOTED** that the 3 year forecast would be presented at the March Board meeting for approval.

Management Accounts

Directors **NOTED** that the Management Accounts would be circulated by email for approval by the end of the term.

b) OHCAT

For Approval

Audited Accounts

The audited accounts and financial statements had been considered by the Audit committee who had discussed them directly with the auditors and had been recommended for approval by the Board.

Directors **APPROVED** the audited accounts and financial statements, and delegated sign off to Kevin Finnigan, as acting Chair for this meeting.

For Information

Audit Findings Report and Representation Letters

Directors **RECEIVED** the Audit Findings report and representation letters.

Consolidated Management Accounts

Directors **RECEIVED** the consolidated management accounts.

12. Policies

Directors were advised that the following policies have been reviewed and any comments from portfolio holders and other Directors have been incorporated;

NAME	TYPE	STATUS
Health and Safety Policy	Core	Review (scheduled)
Supporting Pupils with Medical Needs Policy	Core	Review (updated guidance)
Exclusions Policy (Academies)	Core	New
Exclusions Policy (Orchard Hill College)	Core	New
Safeguarding Supervision Policy	Additional	New
IT Acceptable Use Policy	Additional	New
Moving and Handling Policy	Additional	New
Travel and Subsistence Policy	Additional	New
Personal and Intimate Care Policy (Academies)	Additional	New
Personal and Intimate Care Policy (Orchard Hill College)	Additional	New
Infection Control Policy	Additional	New
Environmental and Sustainability Policy	Additional	New

Directors **APPROVED** all the policies for final sign off by the Chairs.

13. Resolutions

i) OHC

Mr Coghlan confirmed the resolutions made by the OHC Directors at this meeting (Appendix 1).

Directors **APPROVED** the resolutions.

ii) OHCAT

Mr Finnigan confirmed the resolutions made by the OHCAT Directors at this meeting (Appendix 2).

Directors **APPROVED** the resolutions.

14. Dates of Future Meetings

Directors **AGREED** the following meeting dates:

Board Meetings Dates:

Friday 17th March 2017 at 1pm at VPC (Lunch at 12.30pm) *(The Annual General meeting for OHC&AT Trust Members to be held at 10.00am on the same day, all Directors invited)*

Friday 30th June 2017 (Awayday)

Friday 15th December at 1.00pm

ii) Audit Committee meeting Dates.

Friday 23rd June 2017 at 10.00am

Friday 8th December 2017 at 10.00am

Action: The Clerk to email Audit committee members to agree a date in March 2017.

i) Chairs' Committee

Friday 12th May 2017 10.30am-12.30pm

Friday 20th October 2017-Chairs' Committee to include Governors' Annual Conference (tbc)

ii) Remuneration Committee

Friday 13th October 2017 at 2.00pm

15. Confidentiality

There were no confidential items.

The meeting closed at 3.00pm.

CHAIR----- DATE-----