



Minutes of the Orchard Hill College Family Board meeting held on Friday 30th June 2017 at 5.00pm at Quadrant House Boardroom.

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

OHCAT Board Members: *Jay Mercer
 Kevin Finnigan (Designated Chair)
 Yolande Burgess
 Barbara McIntosh
 *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 Director, Services
 Lynn Barratt- Director of Corporate Development and
 Partnerships-Observer

In Mr Mercer's absence, Mr Finnigan agreed to Chair this meeting.

1. Welcome and Apologies

Directors **NOTED** that apologies for absence had been received from Jay Mercer (OHCAT), Roger Mills (OHCAT), Darren Coghlan (OHC) and Staynton Brown (OHC)

2. Constitution and Appointments

a) OHC

i) Board of Directors

Directors **NOTED** that there is one vacancy on the Board. A person with the right skills and experience is being sought to fill this vacancy.

ii) OHC Committee

Directors **APPROVED** the appointment of Akansha Arya, Finance portfolio governor and Neil Mears, Safeguarding portfolio governor to the OHC Committee.

b) OHCAT

i) Board of Directors

Directors **NOTED** that the OHCAT members had approved the appointment of Barbara McIntosh as Director from 12.5.2017.

ii) Appointment of Academy LGB Governor

Directors **APPROVED** all the appointments to the LGBs, including the new Link schools that are transferring to OHCAT on 1.7.2017.

3. OHC and OHCAT Programme of Works

Directors **APPROVED** the OHC and OHCAT Programme of Works for 2017-18.

4. Declaration of Interest

i) Mr Venchard declared that he is the Project Manager for schools converting to academy status under OHCAT.

ii) Mr Gilbert declared that he will be a governor at South Thames College from September 2017.

5. Email Approval

OHC&AT

i) Directors **NOTED** that they had approved by email an amendment to the finance regulations regarding working capital loans.

OHCAT

i) Directors **NOTED** that they had approved by email, the transfer of the Link schools to OHCAT on 1.7.2017.

6. Minutes

i) OHC Directors **AGREED** and the Chair signed the minutes and the OHC resolutions of the Orchard Hill Family Board meeting held on 17th March 2017.

ii) OHCAT Directors **AGREED** and the Chair signed the minutes and the OHC resolutions of the Orchard Hill Family Board meeting held on 17th March 2017

iii) OHC&AT Directors **RECEIVED** the minutes of the OHC&AT Audit Committee meeting held on 23rd June 2017 (Tabled)

iv) OHCAT Directors **RECEIVED** the minutes of the Chairs' Committee meeting held on 12th May 2017.

7. Matters Arising

There were no matters arising which were not covered elsewhere on the agenda.

8. CEO's Report.

1. OHC&AT

1.1 Strategy

Directors had previously discussed the Strategy at the Awayday and had made comments/suggestions.

Directors **APPROVED** the Family Strategy, subject to the amendments suggested at the Awayday discussion being made. Dr Allen said she would welcome any further comments.

1.2 Overview of Quality and Finances

Directors **RECEIVED** the snapshot overview table indicating the quality and financial status of each academy and College. This had been discussed at Audit Committee.

They also **NOTED** that workshops had been held at the Awayday, focussing on Child Protection, Safeguarding and Health & Safety, Curriculum review and mapping, Overview of OHC&AT systems, Innovation hubs & apprenticeships and Finance.

1.3 Visit by 25 DfE Officials and Joint Events

Directors **NOTED** that OHC&AT had hosted a visit for 25 DfE officials on 17th May. The aim of the visit was for them to gain a closer understanding of the delivery sector. Dr Allen said that she hoped that this knowledge would encourage the DfE to consider special needs students in their policy and decision-making.

Directors also **NOTED** that an LGB Governors' conference is being held on Friday 20th October 2017 and all the schools in the Trust are holding a joint INSET day on 3rd January 2018.

1.4 OHC&AT Systems

Directors **NOTED** that there has been a review of systems implementation of planned systems and structure changes has commenced. Most of this programme of change will be operational by the beginning of 2018.

1.5 Merger

Dr Allen explained that since the EFA and SFA has now merged and the sector has 'moved on', there may be potential benefits of a merger for OHC and OHCAT. She said that the success of the 'collaborated' approach would indicate that it is workable.

Directors discussed this (and had previously discussed in the Finance workshop during the Awayday), and whilst recognising that this should be explored to mitigate the volatility in the sector, they were mindful that this would be setting a precedent and stressed the importance of ensuring that any risk is carefully managed. Ms Burgess said that the Board would also need to consider the recovery of VAT.

Dr Allen said that she was meeting with Peter Mucklow from the ESFA next week to get a steer from him. Further due diligence would be presented to the Board in due course.

Directors **APPROVED** for OHC&AT to revisit the potential for merger of OHC and OHCAT.

2. OHC

2.1 OHC Risk Management

Directors **APPROVED** the snapshot overview table indicating quality and finance and Risk Register and Movement chart and the OHC Dashboard. They **NOTED** that the OHC committee minutes and dashboard are available on the governors' portal.

2.2 Update on College centres

Directors **RECEIVED** an update on the College centres and **APPROVED** the direction of travel.

2.3 OHC Curriculum

Directors **NOTED** that there had been a workshop focussing on the OHC curriculum at the Awayday.

3. OHCAT

3.1 OHCAT Risk Management

Directors **APPROVED** the snapshot overview table indicating quality and finance and Risk Register and Movement chart and the OHCAT Dashboard. They **NOTED** that the LGB minutes and academies consolidated dashboard are available on the governors' portal.

3.2 OHCAT Academies Update

Directors **RECEIVED** an update on each of the academies in the Trust.

Ms Burgess asked about the progress of Young People's Academy (YPA) and Nightingale Community Academy (NCA) graded 'Requires Improvement' and 'Inadequate' respectively at their last Ofsted inspection. Mr Prior said that NCA is making rapid improvement under the excellent leadership of the Principal. Andre

Bailey. YPA has been receiving targeted support from OHCAT and is making good progress. Mr Prior said that the school would expect to receive a 'Good' judgement if it received an Ofsted inspection. There have also been improvements made to the fabric of the building. OHCAT has recruited a Senior Deputy Head across the two provisions (YPA and The Skills Hub). Laurie Cornwell, the Executive Headteacher has benefitted from Mr Prior's coaching, but it is now important to build the capacity in the leadership team.

Mr Lawes referred to the behaviour data for NCA on the OHCAT dashboard and asked whether the same definitions for behaviour are used across the Trust. Mr Prior said that they will vary slightly. At NCA, Mr Bailey has set high expectations for better behaviour and it would be usual to see a spike in the number of incidents whilst these expectations are bedding in. Mrs McIntosh commented on the impact of the austerity cuts to community partnerships. She said that the Innovation Hubs around mental health would help the school to come up with innovative ways to motivate the pupils. Dr Allen said that the Sports Innovation hub could also help to drive this forward.

Mr Prior further reported that OHCAT has been approached by the DfE (supported by Martin Post, RSC for the North West London region) to consider supporting a special school in the Hillingdon area, which has recently received an Ofsted inspection and will be put into special measures. Dr Allen and Mr Prior visited the school on 29.6.2017. The key areas of concern are Leadership and Management, Governance and Safeguarding. It is also thought to have a large budget deficit. There is an acting headteacher in post and an Associate Headteacher in 2/3 days per week. School Business Managers from other local schools are giving support.

Mr Prior further reported that the school is in a PFI building, which will need to be explored.

The school has good resources and caters for 300 pupils aged 2-19. 12 of these pupils are residential

If OHCAT agrees to support the school there will be an emergency grant that will be applied for.

Directors **APPROVED** for OHCAT to explore providing support to this school and **NOTED** that further due diligence would be presented to them in due course.

3.3 The Link Primary School and The Link Secondary School

Directors **NOTED** that approval had been given by email to approve the due diligence and CTA for the Link Schools to transfer to OHCAT on 1st July 2017.

3.4 Free Schools

Sutton Free School

Directors **NOTED** the update on the Sutton Free School. Dr Allen reported that the access for the Sutton site is restrictive because of the surrounding narrow roads. This is council land, and the council approval process is lengthy.

Hillingdon Free School

Directors **NOTED** the update on the Hillingdon Free School, including the DfE's decision to issue two separate DfE numbers for the SEN and the Alternative Provision (They had previously agreed to one DfE number). It is hoped that this will protect against proposed changes to funding arrangements for AP.

Additional Free School.

Directors **NOTED** that the decision for an additional free school, discussed at the last board meeting, is going to the LA council in June for decision to move forward with the application.

8. Presentations/Strategy Discussion

a) OHC&AT Self-Assessment-John Prior

Mr Prior said that he had based his presentation on the five areas in the Ofsted Common Inspection Framework. He highlighted the following points from his presentation:

Overall Effectiveness

Directors noted that Ofsted have experienced a 40% cut to their resources which will mean that they will need to prioritise which inspections are undertaken. Mr Prior said that this might affect inspectors awarding good schools an outstanding judgement during a short inspection, as this will automatically trigger a full inspection.

There was also a discussion about the lack of specialist Ofsted inspectors, although Mr Prior said that Ofsted are fast-tracking inspectors with special needs expertise.

Leadership and Management

The dashboards are ever involving and are now at phase three of their development, which will involve tailoring the data for each school.

Teaching, Learning and Assessment

Directors were pleased to note that the typical quality of teaching across the Trust is strong and historical weakness are rapidly improving. Work is being done to further enhance subject knowledge and specialist teaching, especially in English, maths and

science. They also noted that there is a focus on working with senior and middle leaders to enhance their understanding of the range of complex SEND.

Personal Development, Behaviour and Well-Being

Mr Prior spoke about the importance of capturing attendance data, ensuring that it is comprehensive and varied.

Outcomes

Directors agreed that OHCAT offers ambitious and appropriate destinations for its pupils and students. They also noted the low NEET rate across the Trust. The importance of systematically capturing the impact of offsite and AP provisions was discussed.

Directors thanked Mr Prior for his informative presentation.

Action: Mrs Goodsell to circulate this presentation with the minutes.

b) OHC&AT Governance Review-Kevin Finnigan

Mr Finnigan explained that he had recently carried out a self-assessment of the OHC&AT Board in his role as a National Leader of Governance. This was a follow-up to the OHC&AT portfolio review he had carried out in June 2015.

Mr Finnigan explained that he had met with Mrs Goodsell, Governance Manager, to review key areas and had reached the conclusion that the current governance structures work well. The setting up of the OHC&AT Audit committee has provided clear scrutiny. Directors offer good support and challenge, which is evidenced in the minutes.

Growth has offered the biggest challenge, particularly around the geography of the schools and Directors have been pivotal in these discussions, including moving towards the regional hubs model.

Mr Finnigan had also reviewed the management monitoring system and had found a tight structure for monitoring of the schools, including monthly 1:1 monitoring meetings between the Executive Head and the Heads of the Schools and the College.

The portfolio governance system is working well and is reviewed and developed as the Trust grows.

Directors thanked Mr Finnigan for his presentation.

8. Finance and Funding

OHC

Directors **NOTED** that the OHC Finance documents had been discussed in depth at the Audit Committee. The Audit committee had recommended the following documents for approval:

i) **Budget Year-End 17-18**

Mrs Jenkins reported that the finances are being 'future-proofed' and reserves are being built up to mitigate risk around the uncertainties of the National Funding Formula. Mr Gilbert asked what the target is for staff income, which is currently at 77%. Mrs Jenkins confirmed that the target is 78%.

Dr Allen said this is a complex to predict as it is dependent on the cohort. The College is modelling an approach to enable maximum efficiency. Mr Venchard said the average in mainstream is 72%.

ii) **OHC Financial Regulations**

The OHC Finance regulations have been updated and further amended following recommendations from the Audit Committee.

OHC Directors **APPROVED** the Budget 17-18 and the amended Finance regulations.

iii) **Management Accounts**

OHC Directors **RECEIVED** the Management Accounts.

iv) **Internal Audit Findings reports.**

OHC Directors **RECEIVED** the Internal Audit Findings reports for HR and Payroll and for Key Financial Controls.

OHCAT

Directors **NOTED** that the OHCAT Finance documents had been discussed in depth at the Audit Committee. The Audit committee had recommended the following documents for approval.

i) **Budget year-end 17-18**

OHCAT Directors **APPROVED** the Budget Year-end 17-18

ii) OHCAT Financial Regulations

The OHC Finance regulations have been updated and further amended following recommendations from the Audit Committee.

OHCAT Directors **APPROVED** the amended Finance regulations.

iii) Management Accounts

OHCAT Directors **RECEIVED** the Management Accounts.

iv) Internal Audit Findings reports.

OHCAT Directors **RECEIVED** the Internal Audit Findings reports for HR and Payroll and for Key Financial Controls.

10. 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
Admissions Policy	Core	Review
Child Protection Safeguarding Policy	Core	Review
Child Protection Safeguarding Procedure	Core	Review
Complaints Policy and Procedure	Core	Review (unscheduled)
Equality and Diversity Policy	Core	Review
Health and Safety Policy	Core	Review
Pay Policy	Core	Review
Recruitment and Selection Policy and Procedure	Core	Review (unscheduled)
SEND Policy	Core	Review
Staff Code of Conduct	Core	Review (unscheduled)
Anti-Radicalisation Policy	Additional	Review
Gifts and Hospitality Policy	Additional	New
IT Acceptable Use Policy	Additional	Review (unscheduled)
Safeguarding Supervision Policy	Additional	Review

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

11. Resolutions

i) OHC

Mr Venchard 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.

12. Dates of Future Meetings

Directors **AGREED** the following meeting dates:

i) OHC&AT Board Meetings Dates:

Friday 15th December 2017 at 1.00pm

Friday 16th March 2018 at 1.00pm

Friday 29th June 2018 (Awayday)

ii) OHC&AT Audit Committee meeting Dates.

Friday 8th December 2017 at 10.00am

Friday 9th March 2018 at 10.00am

Friday 22nd June 2018 at 10.00am

iii) OHC&AT Chairs' Committee

Friday 20th October 2017- Governors' Annual Conference

Friday 11th May 2018 10.30am-12.30pm.

iv) OHC&AT Remuneration Committee

Friday 13th October 2017 at 2.00pm

13. Any other Business

Mr Venchard commented that there was no benchmarking data included on the dashboards. Dr Allen said that this would be difficult to produce for the OHCAT consolidated dashboard as the cohorts are too varied. Mr Venchard said that it might

be possible to benchmark against the targets for last year, with some commentary provided for context.

It was **AGREED** that this would be considered

Action: Mrs Sherborne to look at this possibility.

14. Confidentiality

To make minute 8.3.2, regarding the potential school in the Hillingdon area confidential.

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