

Minutes of the Orchard Hill College Family Board meeting held on Friday 16th March 2018 at 1.00pm at Quadrant House Boardroom, Sutton.

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
 *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
 Janet Sherborne -Executive Head OHC&AT Services
 Emma Neill-OHC&AT Director of Financial Compliance
 Suzanne Hersey- OHC&AT Director of Operations

1. Welcome and Apologies

Directors **NOTED** that apologies for absence had been received from Jay Mercer (OHCAT), Kevin Finnigan (OHCAT), Barbara McIntosh (OHCAT), Darren Coghlan (OHC) Eamonn Gilbert (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 appropriate skillset is being sourced 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 2018.

b) OHCAT

Directors **APPROVED** all the appointments to the LGBs listed on Enclosure 1.

Mrs Goodsell also sought approval for the following governors on the SAS Hub LGB:

Samantha Marshall	Governor
Cath Drummond	Parent Governor
Julian Short	Parent governor
Corinne Morgan	Staff governor
Diane Puica	Staff governor
Sherie Harris	Staff governor

Directors **APPROVED** these appointments.

3. Declaration of Interest

Mr Mills declared that he is Chair of the Board of Directors for Cygnet CIC, which buys Clerking and HR from OHC&AT Shared Services.

Dr Watkins declared that his son is the Principal of Carew Academy.

Mr Venchard declared that he is the Project Manager for schools converting to OHCAT.

4. Email Approval

Directors **NOTED** the matters they had approved by email since the last Board meeting as follows:

OHC

None

OHCAT

Approval for the appointment of governors to the SAS (Surrey and Sussex) Hub Local Governing Body.

Approval for the appointment of Roger Mills as interim Chair at Link Primary School until Autumn term 2018.

5. Minutes

- i) OHC Directors agreed and signed the minutes and the OHC resolutions of the Orchard Hill Family Board meeting held on 15th December 2017.
- ii) OHCAT Directors agreed and signed the minutes and the OHCAT resolutions of the Orchard Hill Family Board meeting held on 15th December 2017.

6. Matter Arising

i) Further to minute 8, Mrs Sherborne reported on the difficulties with producing meaningful benchmarking data for the dashboard, as there are no similar organisations to benchmark against. Mr Lawes suggested that the Board could look at year-on-year trends within the Trust for example in attendance, staff sickness. Dr Allen agreed, and said this could be considered as an exercise at the Board Awayday in June.

Action: Mrs Sherborne to consider adding an exercise to the Awayday agenda to look at data trends within the Trust.

i) Further to minute 9.3.2, Directors **NOTED** that Mr Prior has amended the key on the dashboards with regard to fixed term exclusions.

ii) Further to minute 10, Directors **NOTED** that Dr Allen is considering the matter of having Regional Governance Leads. She explained that work is progressing to strengthen the hub model. Angela Drayton, Head of St Dominic's School, has been appointed as Regional Lead for the Surrey and Sussex (SAS) Hub and it is intended to appoint two more by September. The SAS Hub is operating with one local governing body across the three schools. Future consideration may also be given to having a college governor on each LGB to represent the college hub in that region. College Regional Leads have been appointed which is aiding smoother transitions and improved interface with Local Authorities. Dr Allen said she is continuing to explore the option to merge the two entities (OHC and OHCAT).

Mr Mills indicated that he would be willing to be the OHCAT Regional Lead for the Sutton and Croydon hub. Ms Burgess commented that this would be part of the evolution and maturity of the MAT.

Action: Dr Allen to continue to keep this matter under consideration.

iii) Further to minute 12, Directors **NOTED** that Mr Prior had circulated the new/updated policies to Principals. No comments had been received this term.

ii) **CEO's Report.**

1. OHC&AT

1.1 Family Strategy

Dr Allen reported that the predicted growth remains unchanged. The Trust continues to receive high levels of interest from schools wishing to join OHCAT. Apart from commissioned support, OHC&AT is focusing on the core work.

Mr Lawes said it is important to build on management capacity, and this will form part of the next stage of the development of the Trust. This also relates to the recruitment and retention discussion later in the meeting.

1.2 Overview of Quality and Finances.

Directors **NOTED** the snapshot overview table indicating quality and financial status of each academy and College attached to the OHC and OHCAT risk registers.

1.3.GDPR

Mrs Sherborne said that OHC&AT is making good progress with ensuring compliance with GDPR. Mr Mills asked whether, as part of the GDPR regulations, directors and governors will be required to have an OHCAT email address.

Mrs Goodsell confirmed that lawyers have advised that this should be the case. This should not be difficult to administer as all members, directors and governors already have an OHCAT email address to access the portal.

Further updates will be provided in due course.

Action: Mrs Goodsell to send Directors the link to GDPR training on Educare.

1.4 Trust Advisers Network

Directors **APPROVED** the proposal to replace the Development Board with a Trust Advisers Network.

1.5 DET and Apprenticeships Update

Directors **NOTED** the information provided regarding the Diploma in Education and Training (DET) and Apprenticeships and were pleased to see the progress being made in these areas.

1.6. Digital school update

Directors **NOTED** the progress being made by the Digital Training School and the events that have been hosted, including the Virgin Lounge Event on 7.2.2018 where students demonstrated their skills and showcased their work. They also **RECEIVED** the Digital school Brochure which shows the expansion of The Digital School work.

1.7 Gender Pay Reporting

Mrs Sherborne reported that a gender pay report has been produced for the College and the Trust and both reports have reflected well in terms of gender balance. These reports will be placed on the government website. Mr Venchard suggested that this should be reflected in OHC&AT's advertising literature.

Directors **RECEIVED** the OHC and OHCAT Gender Pay reports.

2.OHC

2.1. OHC Strategy

Dr Allen said the OHC Committee has received a presentation from her at their last meeting where they had reviewed the OHC strategy in detail. Mr Venchard asked whether there was an end date for Dr Allen's more operational role as Principal of the College. Dr Allen said that this will be dependent on how the hub model progresses. She said that the OHC SLT are working well in their regions and managing their decision-making, but it would be prudent to review her position again in the summer term.

Directors **APPROVED** the OHC Strategy.

2.2. OHC Risk Management

Directors **NOTED** the snapshot overview table indicating quality and finance, risk register and movement chart, and Dashboard. Directors also **NOTED** that the OHC committee minutes and dashboard are available on the governors' portal.

2.3. Change of times to College Day from September 2018

Directors noted the rationale for the change of times to the College day from September 2018, including a reduction in transport costs and better arrangements for INSET days.

Mr Venchard asked how the enrichment sessions would be staffed and Dr Allen confirmed that this would be by the current staff team. There is not expected to be a high uptake for these courses. Local Authorities have been informed.

Directors **APPROVED** the change of time to the College day.

3.OHCAT

3.1 OHCAT Risk Management

Directors **NOTED** the snapshot overview table indicating quality and finance, risk register and movement chart, and Dashboard. Directors also **NOTED** that the LGB minutes and academy dashboards are available on the governors' portal.

3.2 OHCAT Academies Update

Directors **RECEIVED** an update on all the academies.

3.3 Arbour Vale

Mr Prior provided an update on Arbour Vale School. He reported that the school had received a positive HMI monitoring visit yesterday. However, issues around the PFI contract and budget have delayed the anticipated conversion date of 1.4.2018. A

meeting with Slough Borough Council is being held on 27.3.2018 to attempt to resolve the issues.

In the meantime, OHCAT will be submitting a bid to the DfE for additional emergency funds to continue to support the school.

Mr Prior said he would be attending the Arbour Vale governors' meeting on 27.3.2018 (immediately after the Slough meeting), when he would update governors on the current situation. A substantive Head has been appointed, but will not take up his position unless OHCAT is the sponsor.

Directors **APPROVED** the conversion of Arbour Vale to OHCAT, subject to an appropriate agreement being identified on the budget and PFI contract, to be circulated for Board approval when agreed.

3.4 Other potential schools

Directors **RECEIVED** the information on other potential schools.

They **APPROVED** the recommendation that the executive team engage in early exploration of a free school following an approach from Bromley.

iii) **Presentation/Strategic Discussion on Recruitment and Retention**

Dr Allen set the context of this discussion item by giving a short presentation on the current national picture with regard to recruitment and retention and the challenges faced. She asked for Directors thoughts/comments on strategies going forward.

Mr Venchard spoke about a MAT that he has worked with that provides a comprehensive training programme for their own schools, but also for other schools too if they want to buy in. He said OHC&AT should use its wealth of skills to offer this sort of service. Dr Allen agreed and said that 20% of the current DET students are external candidates. There is a core CPD offer and this needs marketing. There is currently not enough capacity in the training school to build the service, so the College has applied to become a teaching school. Capacity funding also needs to be sourced and a part of Lynn Barratt's role as Director of Corporate Partnerships and Development is to source other funding streams. There is an OHC&AT leadership programme which will be further developed. The websites are also being re-vamped.

Ms Burgess said that OHC&AT's specialism is its 'USP' and needs to consider how to get this message out to potential employees.

Action; Mrs Sherborne to liaise with Ruth Sparkes, OHC&AT's external PR adviser, about advertising this message.

Mr Mills spoke about another Trust he is involved in that offers an accommodation bonus, where employees can rent out their room free for 6 months to colleagues. He also suggested approaching one of the challenger banks, who are community-focused, to seek more preferential rates i.e. Metro Bank. He said he would be happy

to approach them in the first instance. He put forward a further suggestion to hold an OHC&AT recruitment day for potential candidates, this could help to ameliorate the arduous and time-consuming process of completing an application on-line. He said that it might be worth trialling a recruitment day in one of the hubs to gauge response to this approach.

Ms Burgess spoke about a company called 'Movebubble', which helps renters find properties and negotiate competitive rental rates. She said it may also be worth considering an unconsolidated retention bonus in certain circumstances. Directors agreed that this risk may be worth the investment longer term.

Directors were keen to know how they could offer their support. Dr Allen said that word of mouth is the most powerful tool and she encouraged directors to continue to speak positively as champions about OHC&AT.

Mr Prior said that there is an issue around London weighting across the Trust, which currently varies considerably. Some of the schools attract Outer London weighting whereas Nightingale Community Academy attracts Inner London weighting and Young People's Academy and the Skills Hub are on the fringe. Mr Lawes suggested that the whole package should be reviewed and should be looked at alongside the growth of the Trust. He said there should be an affordable business model for the separate hubs. Dr Allen said the difficulty is around ensuring that measures provide parity and fairness. Mr Prior said there is some flexibility in academies in terms of setting salaries.

Mrs Sherborne said that a key part of OHC&AT's success in terms of recruitment and retention is its flexible working policy. She gave an example of the MIS team, which currently has members of staff working on part-time contracts whose work productivity is high, partly because they work well flexibly.

Dr Allen concluded this discussion by thanking everyone for their contribution.

iv) Finance and Funding

Emma Neill joined the meeting.

a) OHC

For Approval

i) 3 Year Forecast

Mrs Neill reported that prudent assumptions have been made for the 3 year forecast. The College is forecasting savings of £609k next year and £782k the year after.

The Audit Committee has approved a recommended increase to the Core Services Charge (CSC) by 1.1% for 2018/19 and 1.1% for 2019/20. These savings have already been included in the forecast.

Old Town Hall has been vacated and has therefore been moved from the assets, showing a deficit on the balance sheet. Dr Allen said this is not unusual in the public sector but it is important if the College wants to attract private sector sponsorship.

The College continues to challenge the pensions issue with Sutton LA.

Dr Allen said that the College was expecting a higher level of income in Element 3 than was actually received, so there has been a change to the delivery. One change is to train Learning Support Assistants to take on a Specialist learning Support Assistant role. This will be more beneficial to students and cost-effective.

The services have been consolidated and strengthened and are in a good position to provide services to outside organisations if requested, in a similar way to Cygnet IT services.

Mr Venchard asked about the possibility of transferring the Shared services staff to OHCAT. Dr Allen said consideration will need to be given to the impact this would have on the income and expenditure sheet.

Dr Watkins commented that the break-even position was to be commended, given the difficult financial environment and he congratulated the Finance team on their work and the presentation of the forecast.

Mr Lawes said that it was a useful tool for budgeting purposes this season and evidencing issues for subsequent years.

Directors **APPROVED** the 3-year forecast.

ii) Amendment to Finance Regulations

Directors **APPROVED** the amendments to the Finance Regulations.

For Information

Management Accounts

Directors **RECEIVED** the Management Accounts

b) OHCAT

For Approval

i) 3 Year Forecast

Mrs Neill reported that prudent assumptions had been made including a reduction in top-up funding, incremental increases for salaries and the increase to the CSC. The Trust is forecasting £688k savings for next year and £1.8 million the following year.

The finance team was congratulated on producing a balanced budget.

Directors **APPROVED** the 3-year forecast.

ii) Amendment to Finance Regulations

Directors **APPROVED** the amendments to the Finance Regulations.

For Information

Consolidated Management Accounts

Directors **RECEIVED** the consolidated management accounts.

v) 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
Child Protection, Adult Protection & Safeguarding Policy	Core	Review (unscheduled)
Complaints Policy (Academies)	Core	Review (unscheduled)
Complaints Policy (OHC)	Core	Review (unscheduled)
Recruitment and Selection Policy	Core	Review (unscheduled)
Lone Working Policy	Core	Review (unscheduled)
Attendance Policy (Academies)	Additional	New
Attendance Policy (OHC)	Additional	New
Families and Visitors Code of Conduct	Additional	Review (unscheduled)
Gifts and Hospitality Policy	Additional	Review (unscheduled)
Mental Capacity and Consent Policy	Additional	New
Missing Child Policy (Academies)	Additional	Review (unscheduled)
Missing Student Policy (OHC)	Additional	Review (unscheduled)

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

vi) Resolutions

i) OHC

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

Directors **APPROVED** the resolutions.

ii) OHCAT

Ms Burgess confirmed the resolutions made by the OHCAT Directors at this meeting (Appendix 2).

Directors **APPROVED** the resolutions.

vii) **Dates of Future Meetings**

Directors **AGREED** the following meeting dates:

Board Meetings Dates:

i) Friday 29th June 2018 (Awayday details tbc)

Friday 14th December 2018 at 1.00pm

Friday 15th March 2019 at 1.00pm at Quadrant House (OHC&AT Members' meeting in the morning, all Directors invited.

ii) **Audit Committee meeting Dates.**

Friday 22nd June 2018 at 10.00am at Quadrant House

Friday 7th December 2018 at 10.00am at Quadrant House

Friday 8th March 2019 at 10.00am at Quadrant House

iii) **Chairs' Committee**

Friday 11th May 2018 at 10.00am

Friday 12th October 2018-Governor conference.

iv) **Remuneration Committee**

TBC

v) **Student Awards**

Tuesday 3rd July 2018 venue tbc

viii) **Any Other Business**

Dr Allen said that although some of the Directors had sent apologies for this meeting, she has been in regular contact with all of them during the term and they have given valuable input.

Confidentiality

There were no confidential items.

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