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## APPENDICES

The appendices are available on the Council website  
[www.croydon.gov.uk/coulsdonhighconsultation](http://www.croydon.gov.uk/coulsdonhighconsultation)

Appendix A –	Copy of Letter Sent to Invitees
Appendix B –	Flyer from Oasis Community Learning
Appendix C –	Presentations from Peter Wylie and Rev. Steve Chalke
Appendix D –	Notes of meetings and Question and Answer log from events
Appendix E –	Advertisement
Appendix F -	Written feedback submitted and responses
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## 1. INTRODUCTION

Coulsdon High School's performance has fluctuated over the last few years. The number of parents choosing to send their child to the school as a first choice has also diminished considerably. The school has recently come out of special measures but this alone does not indicate a substantial transformation in its circumstances. The number of parents choosing to send their child to the school for this academic year has continued to fall and does not equate to a full intake which can have a considerable impact on the school's ability to be financially viable. The feasibility study into the potential of changing the status of the school into an Academy has been completed. The process undertaken by the Council is outlined within this document.

This document details the levels of community and stakeholder engagement undertaken by the Council whilst considering the options for Coulsdon High School. It highlights the groups that were consulted, and how information was made available to the community, including events designed to promote awareness of the plans for the School.

## Croydon Council Department for Children, Young People and Learners approach for the proposed closure of the school and opening of an Academy

**1.1** The proposals have been prepared in line with the guidance contained within the DCSF guidance documents. These outline a variety of methods of community and stakeholder involvement. The key methods to be adopted in the process are listed below:

Method	Action	Further Details
Advertisement in Local press and Your Croydon	Local residents were notified by an advert placed in both local newspapers inviting them to a public meeting on the 6 <sup>th</sup> December 2007. The Council publication Your Croydon included an editorial on page 2 outlining the proposal and events	See Section 6
Public events	<p>Key stakeholder events</p> <p>2 meetings held on the 26<sup>th</sup> November 2007. for staff and Governors</p> <p>2 meetings held on the 3<sup>rd</sup> December 2007 for the adjoining Local Authorities and LSC</p> <p>5<sup>th</sup> December 2007 a meeting for Students and Parents</p> <p>5 meetings on the 6<sup>th</sup> December 2007 for primary feeder schools, local secondary schools, student forum within the school, 6 Further education colleges and an open meeting for local residents.</p>	See Sections 4 and 6

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One – one meetings with selected stakeholders	A series of meetings with stakeholders have and continue to take place with the key stakeholders.	See Section 3
Creation of web site for open access	<a href="http://www.croydon.gov.uk/coulsdonhighconsultation">www.croydon.gov.uk/coulsdonhighconsultation</a>	

- 1.2** The following sections of this report set out how the above methods were used in the community and stakeholder consultation undertaken by the project team

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## CONSULTATION WITH STAKEHOLDERS

- 1.3** The project team has been involved in ongoing consultation with a number of stakeholders throughout the process to help frame the principles of the future proposal and ensure all views are considered.

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## 2. STAKEHOLDER EVENTS

This section sets out the organisation details of the stakeholder events.

### 2.1 Dates and Venues

A number of stakeholder events were held in November and December 2007 at the School and Council offices to present the proposals.

The stakeholder events were held at different times throughout the day and across several days in order to try to allow as many people to attend as possible.

#### **Monday 26<sup>th</sup> November 2007**

Venue: Coulsdon High School, Homefield Road, Old Coulsdon, Surrey, CR51ES

- 3.30pm – Staff, (including Union Representatives) in Staff Room
- 5:15pm – Governors in Business Suite

#### **Monday 3<sup>rd</sup> December 2007**

Venue: Croydon Council Offices, Clock Tower

- 8.00 – LSC and adjoining authorities
- 9.45 to 11.00 - LSC – voluntary organisations

#### **Thursday 6<sup>th</sup> December 2007**

Venue: Croydon Council Offices, Clock Tower

- 8.00am – Primary Heads (20+ people - 96 Schools in borough)
- 10.00am – Secondary Heads (Circa 15 people - 21 Schools in borough)

Venue: Coulsdon High School, Homefield Road, Old Coulsdon, Surrey, CR51ES

- 3.15 pm – Student Council
- 5.00pm – FE Colleges (3 local colleges, 3 out of borough)

#### **Monday 21<sup>st</sup> January 2008**

Venue: Croydon Council Offices

- 11 am – Croydon Borough Union representatives

### 2.2 Stakeholder Notification

A broad range of stakeholders were invited to attend the events. Each stakeholder was invited by letter sent out the week beginning 19<sup>th</sup> November 2007, a copy of the letters are included in **Appendix A**. The groups invited to the events and the communication method used is outlined below.

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### 2.3 The Presentation Material

The event had material produced by Oasis Community Learning in partnership with the Council. These materials explained the justification for carrying out the consultation exercise, the existing provision of the school and then provided details of the indicative proposals and the next stages of the process. Copies are enclosed in **Appendix B**

<b>Groups</b>	<b>Additional notes</b>	<b>Communication method</b>
Students	current and those applied 08 start	Letter via school
Parents		Letter via school
Local residents	within the catchment area	Advert in papers
Staff	internal	
Unions Reps	internal	
Governors	Internal	
Primary Heads	Including Chair	Invitation
Secondary Heads	Including Chair	Invitation
FE Principals (Croydon and Surrey)	Including Chair	Invitation
Local Ward councillors		Invitation
MPs -		Invitation
LSC regional and local		Invitation
Religious groups reps		Invitation
Neighbouring LA CYPL Directors		Invitation

## 2.4 Format of Event

The presentation commenced with Peter Wylie Director for Children, Young People and Learners who spoke about the rationale and vision. This concluded that there was a clear need to develop a broad curriculum that combines both academic and vocational qualifications, complemented by a range of enrichment activities within the existing physical resources but also allows the opportunity for future expansion.

Peter Wylie outlined the broader picture within Croydon. The main objective of the meeting was to debate the possible options available.

Rev. Steve Chalke, CEO of Oasis Community Learning presented the scheme defining how Oasis Community learning would integrate the school into the wider community with full awareness of all Government and local initiatives including the 14-19 agenda within Croydon.

### Meeting – Participants

#### Oasis

- Rev. Steve Chalke (CEO Oasis Community Learning) - Presenter
- Aredi Pitsiaeli (Deputy CEO – Education & Development)
- Richard Firth (Project Manager)
- Ruth Chalke (Project Co-ordinator)
- Roger Educational Advisor - Presenter

#### Croydon Council

- Peter Wylie (Director for Children, Young People and Learners) - Presenter
- Joshua Coleman (Project Manager)

### Meeting Format

<b>Item</b>	<b>Who</b>
Welcome	Chair Person TBA
Background to Proposal	Peter Wylie
New Oasis Academy Presentation	Rev. Steve Chalke
Educational Approach	Roger Durston
Closure Presentation	Peter Wylie
Question and Answers	Steve/Roger/Peter
Close	Chair Person

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## **2.5 Attendance**

The total number of people who received a personal invitation was approximately 1000 representing a variety of statutory and voluntary organisations.

- Staff 79
- Governors 16
- Government Agencies 4
- Voluntary agencies 4
- Parents 35
- Primary Head Teachers 0
- Secondary Head Teachers 7
- Student Council 12
- Local residents 30

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### 3. STAKEHOLDER EVENTS NOTES

**3.1** To continue to facilitate the transparent approach undertaken by the Council all the events were clerked by experienced Council staff and notes were published on the council website. The notes from each session are available in **Appendix D** of this document.

#### 3.2 Question and Answer Sessions

A Question and Answer session was held at the end of each event to flag up any remaining issues that may not have been addressed through the presentations. The notes, question and answer log are available in **Appendix D** however the following are examples of the questions most frequently asked

#### 3.3

<b>Coulsdon High School Consultation Event Question and Answer Session for Staff Held on the 26<sup>th</sup> November 2007 at the school</b>	
Why the title Principal and not Head Teacher	This was statutory requirement laid down by the DCSF and not a decision of the Oasis Board. It was confirmed that the Oasis Board had appointed qualified Teaching staff as Principals to the 3 schools which had commenced this September
Would the school have to fit a template to meet the requirements of a Brand Image	All academies currently up and running were different with different leadership and curriculum structures. Oasis set the ethos, values and the framework and all the academies had to operate within these. There were regular weekly conference calls and meetings once a month where each academy was able to draw on the experience of others and use their shared expertise
<b>Coulsdon High School Consultation Event Question and Answer Session for Governors Held on the 26<sup>th</sup> November 2007 at the school</b>	

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<p>Why is the change being planned for September 2008 and not 2009</p>	<p>There was a question of the long term viability of the school because of its current and projected numbers and delaying the process for a year would put the school at greater risk.</p> <p>Although the time scale was tight it was achievable but would require co-operation to achieve it.</p> <p>There was the capacity in the area but at the present time pupils went to Warlingham and other schools. With the additional development in the Tandridge and Surrey area there would be more pressure on places in Surrey and this would have an impact on the availability of places for pupils in the Coulsdon area. An improved school would increase community support for the school and also provide an element of choice.</p>
<p>The Curriculum will affect the staffing structure but up to now the National Curriculum options have not been on the front burner. The school had not been in a position to start making appointments for September because of the element of uncertainty</p>	<p>It was hoped that most element of the curriculum would dovetail but there would need to be a shared vision for the future. It was now very late and so there needed to be an element of trust and parties needed to work together. Oasis were committed to the project</p>
<p>So far Oasis no hard facts or vision only aspirations and wishes. Facts needed to be evidenced and to date this was sadly lacking. Parents would not know what they were signing up to</p>	<p>Steve Chalke felt that massive progress had been made. The agreement had been signed off by the DCFS late last week and now he was working with staff on the next phase.</p> <p>Peter Wylie was asked to provide the preference data which had been given to the staff at the earlier meeting. First and second preferences for 2007 had been 85 and this had dropped to 63 for 2008. Governors were concerned that this would affect the schools ability to plan for the future.</p> <p>Steve Chalke understood the Governors' position and felt that there needed to be co-operation on the curriculum as discussed with staff at the earlier meeting. Earlier in the process he had talked to the governors and a draft transition plan had been prepared for discussion. When it was presented governor shad requested time to</p>

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	consider the matter but because of the delay in the signing of the expression of interest which had been a major piece of work, time was now very short.
Given the projected numbers for September what protection could be offered for staff if they transferred to Oasis in September but pupils numbers remained low, and when would this information be available	Staff would be covered by TUPE regulations if their posts still existed in the new structure and talks would need to be held with DCSF to obtain their view on possible protection in order to maintain the curriculum. This had happened at other establishments. There would need to be further discussions with the government on TUPE
<b>Coulston High School Consultation Event, Question and Answer Session for Adjoining Local Authorities, Local and Regional LSC Held on the 3<sup>rd</sup> December 2007 at the Croydon Clock tower:</b>	
Why had the specialism been chosen	The school already concentrated on science and technology and it was building on their existing provision. Business and enterprise underpinned this as it had to be relevant to the local business community in preparing students for life in an ever changing world. The actual curriculum would develop naturally but the 6 <sup>th</sup> form provision would come on stream until 2011. There was a need to re establish community confidence in the school and to reassure other schools that the aim was to provide a community school. Post 16 provision had to complement existing provision
What would happen in September 2008	Assuming the proposal was agreed the existing school would close on the 31 <sup>st</sup> August, and the new academy would start in the same building from 1 <sup>st</sup> September 2008. Pupils would transfer to the new school as would all assets. The existing governing body would cease to exist on the 31 <sup>st</sup> August and the Academy would set up its own governance arrangement in line with its existing policy.  Advertisements for several Principal posts had been published last Friday and the existing Head Teacher was free to apply for

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	<p>the post. The LA in consultation with Oasis was trying to ensure that there was a smooth transition for September 2008.</p> <p>This arrangement would require the full agreement and co-operation of the existing governing body</p>
What impact would this have on other Croydon schools	It was not expected to have a major impact on other Croydon schools but indirectly could affect them by encouraging them to raise their standards
<b>Coulston High School Consultation Event, Question and Answer Session for Voluntary Organisations, SACRE, Police and Primary care Trust Held on the 3<sup>rd</sup> December 2007 at the Croydon Clock tower:</b>	
What is the proposed closure date and process	The school would close at the end of August and the new school would open on the same site the following day. Pupils and staff would transfer to the new school along with the buildings and all the assets. It would be a new school, with a new curriculum and new governance
When will there be an Ofsted Inspection	There is a pre inspection before the academy opens but no date is known for an actual OFSTED Inspection of the new academy
What Community facilities will there be	There will be better community use of existing facilities, use of the new facilities which will be developed on site for the academy, and more effective use of the staff and personnel so that there is more community involvement. Discussions will need to take place on what is needed and how this can be provided. No specific outcomes can be assumed at this stage. Residents would be kept informed and there were community consultation meetings planned as part of the official consultation process

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<p><b>Coulston High School Consultation Event, Question and Answer Session for Secondary Head Teachers and Chair of Governors Held on the 6<sup>th</sup> December 2007 at the Croydon Clock tower</b></p>	
<p>How will any improvements at Coulston and a corresponding increase in the school intake impact on other Croydon Schools i.e. Haling Manor</p>	<p>It is anticipated that there will not be any impact and Oasis would not wish any of their work to have a negative impact on other schools in the borough with whom they would wish to work in the future. A very high proportion of pupils from the Coulston area travel outside the borough for both secondary and post 16 provision to Tandridge, Reigate and Sutton schools and colleges. There is concern that with the increased building development on Croydon's borders there will be a significant increase in the pupil population in the Tandridge area which will put pressure on places in Surrey and thus restrict the access of Croydon student to those places. By raising standards in Croydon schools they will be more attractive to Croydon students who will stay in borough and thus take up the places</p>
<p>While initially sceptical about this consultation process there is now a more positive feeling</p>	<p>The aim of the process and the change is to make all Croydon schools the first choice for all Croydon families, and to encourage families to live and to educate their children in Croydon. This means that standards must be raised in all schools across the borough. The new Stanley Academy had a longer lead in time but has seen a significantly increased level of interest both in its actual admission and parental interest for 2008 with 2700 families attending on the last parents open evening. The popularity of the school must be increased amongst parents and it will take time to do this. Improved standards must be sustained and maintained in order to do this and there needs to be more trust within the community which the school needs to create and build on. As to whether this model could be used for other schools in the borough would have to be considered when the need arose</p>

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<b>Coulston High School Consultation Event, Question and Answer Session for the Student Council Held on the 6<sup>th</sup> December 2007 at the School:</b>	
Would the teachers have to apply for their jobs	No. There were covers by what was known as TUPE regulations which would mean that they would transfer to the new school on its first day
How long would it take to build the new facilities	Approximately 5 years
Would there be new furniture and equipment	Yes but pupils would need to treat it with respect and look after it
<b>Coulston High School Consultation Event, Question and Answer Session for the Further Education sector Held on the 6<sup>th</sup> December 2007 at the School:</b>	
What is an Academy? How does it work? What does Oasis do? How is it funded?	An academy is an independent school in the public sector. The land and buildings are leased from the Local Authority. The academy funding is the equivalent of what the LA gets to support a school with a similar number of pupils. The sponsor makes an additional contribution and this is done through an endowment fund. Initially, the Department for Children, Schools and Families will cover additional costs while the new academy establishes itself and the pupil roll increases. An academy is still answerable to OFSTED, targets are set, and the school will work with a School Improvement Partner. If the academy experiences difficulties, the LA and the DCSF will have to decide the next course of action e.g. a change of sponsor or closure
There was no reference to Spirituality in the presentation.	Oasis is a Christian foundation which believes in inclusion, is non selective and it committed to serve all.
Coulston College is a multi million pound building which is inclusive and has good results. Why is there a need for a post 16 centre on this site, so close to the college?	Both establishments need to work in partnership. Oasis is committed to working co-operatively. Steve Chalke has met the Principal of the College and discussed the issues surrounding the academy but this

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	<p>had not been the correct time for detailed discussion as approval had not been given. The opportunity for this is now.</p> <p>Peter Wylie added that the reason the LA approved the bid from Oasis was that it did not have confidence that the others could make the commitment to post 16 provision. It was felt that they would produce post 16 education in competition to and not for the local community</p>
<p>The further education colleges operate along the same lines as those proposed by Oasis. Why can't the colleges continue to operate as at present? Reigate is only thirty minutes by train and is oversubscribed. There were sixty nine students from Coulsdon High School last year with sixty six of them completing the courses and fifty four applications for next year. There will not be a large sixth from here as students will still travel to Reigate. There is no need for a sixth from provision at Coulsdon as there are sufficient opportunities at present and in particular with Coulsdon College so close.</p>	<p>Peter Wylie responded by saying that many parents want 11 – 18 schools. Of the 180 pupils in last year's Year 6, only thirty are coming to Coulsdon with the remainder travelling to 11 – 18 schools. There is a need for dialogue with parents as to what they need and want in the area. The speakers were clear that post 16 provisions is in line with current strategies and the wishes of parents.</p> <p>Steve Chalke stated that the transition of pupils at Year 7 is affected by their emotional development and needs to be managed carefully. There is a need for partnerships between the colleges and the academy so that pupils are aware of what is on offer. There is also a need to provide for diversity of requirements. Opportunities should be created for the providers to talk to students and make them aware of what is on offer.</p>

#### 4. PUBLIC CONSULTATION

In order to enter into a meaningful dialogue with the local community it was decided that the most appropriate method of relaying the information on the options being considered was to hold public events. The information was also made available through a specific website set up for the consultation event.

##### 4.1 Dates and Venues

###### **Wednesday 5th December 2007**

Venue: Coulsdon High School, Homefield Road, Old Coulsdon, Surrey, CR5 1ES

- 7.30pm – Existing Parents plus prospective yr 7 Parents in School Hall

###### **Thursday 6<sup>th</sup> December 2007**

Venue: Coulsdon High School, Homefield Road, Old Coulsdon, Surrey, CR51ES

- 7.30 pm – Local Residents & Community Groups in School Hall

##### 4.2 Format of Event

The evening was introduced by the Chair of Governors Kay Cleary. The introduction into the rationale commenced with Peter Wylie Director for Children, Young People and Learners outlining the contextual issues that had led to this process. This concluded that there was a clear need to undertake a feasibility study into the future for the School. It was important that any change would build on the early improvements the School had made.

Peter Wylie outlined the broader picture within Croydon. He stressed that the use of the site was by no means defined as yet and that the main objective of the day was to debate the possible options available.

Rev. Steve Chalke, CEO of Oasis Community Learning presented the scheme defining how Oasis Community learning would integrate the school into the wider community with full awareness of all Government and local initiatives including the 14-19 agenda within Croydon.

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## Meeting – Participants

### Oasis

- Rev. Steve Chalke (CEO Oasis Community Learning) - Presenter
- Aredi Pitsiaeli (Deputy CEO – Education & Development)
- Richard Firth (Project Manager)
- Ruth Chalke (Project Co-ordinator)
- Roger Educational Advisor - Presenter

### Croydon Council

- Peter Wylie (Director for Children, Young People and Learners) - Presenter
- Joshua Coleman (Project Manager)

### Coulston High School

- Kay Cleary Chair of Governors

## Meeting Format

### Item

Welcome

Background to Proposal  
 New Oasis Academy Presentation  
 Educational Approach  
 Closure Presentation  
 Question and Answers  
 Close

### Who

Chair Person Kay Clearly

Peter Wylie  
 Steve Chalke  
 Roger Durston  
 Peter Wylie  
 Steve/Roger/Peter  
 Chair Person

## 4.3 Community Notification

An advertisement was placed in both local newspapers published in Croydon, the Advertiser and the Croydon Guardian. The publication date of the advert was the week beginning the 26<sup>th</sup> November 2007. A copy of the advert is included within **Appendix E** of this document. This provided details of the time and location of the public consultation event. The Councils monthly publication “Your Croydon” includes an editorial outlining the proposal. This publication is delivered to all Croydon residents. A copy of the editorial is in **Appendix E**. A letter was also sent to those directly affected by the proposal. A copy of the letter is in the **Appendix E**

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#### 4.4 The Presentation Material

To clearly and concisely convey the information to the participants of each event PowerPoint presentations were used. This also ensured the information received was the same for each event. Copies of both the Council's and Oasis presentation are enclosed in **Appendix C**.

Representatives of Croydon Council and members of the consultant team were available to explain the options in more detail if attendees had any questions.

#### 4.5 Enabling Feedback

The primary aim of the public consultation exercise was to stimulate discussion of the proposals and to find out the community's opinions. Comments were recorded at the event and are detailed in the next section of this report.

### PUBLIC CONSULTATION EXHIBITION FEEDBACK

This section of the report outlines the feedback received at the consultation events. Whilst the best effort has been made to cover most of the comments made, this section does not provide a comprehensive list of every attendee's comments, rather an overview of key points raised.

<p><b>Coulston High School Consultation Event, Question and Answer Session for Parents and Students of the school held on the 5<sup>th</sup> December 2007 at Coulston High:</b></p>	
<p>I have a daughter in Year 9 and she will soon be required to select her options for GCSE. What will happen if the Academy opens?</p>	<p>Options had been planned by the school and Oasis and the current staff would work together to ensure continuity. The present subject options would still be available in September</p>
<p>My son is anxious about his options for</p>	<p>Syllabus will be agreed by review</p>

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September. Will they be honoured?	between school and Oasis. Pupils could expect better not less from Oasis
Does the Head Teacher not have the right of employment to be TUPED?	The DCSF states that the Head Teacher does not have automatic right to retain the job. The process of application must be followed. However, the only current Head Teacher who applied for a job at an Oasis academy was appointed.
When will the appointment be made?	It is intended that the Principal Designate would be in position by the beginning of the summer term. He/she would not have responsibility for the current school but would be making preparations for the new academic year. Where the current Head Teacher obtained the position of Principal, one of the Deputy Head Teachers became acting Head Teacher for two terms while the Head Teacher filled the role of Principal Designate. The appointment will be made by representatives of London Borough of Croydon, Department of Children, Schools and Families and Oasis Community Learning. This process has been set up specifically for Academy appointments.
The school has currently seen improvements. I am not convinced that a change of Head Teacher and the development of a massive building site is going to help	New buildings are not the answer but good facilities might help. The ethos, curriculum and staff are very important in achieving improvement. This is an opportunity to be grasped. There has been a desire for a sixth form facility at the school for a long time and now there is the opportunity to achieve this. Replacing the Head Teacher does not turn a school around. A school is the creation of factors working together.
I am confident in the proposal but I feel there is a degree of uncertainty amongst some parents. This uncertainty is filtering through to children. How can this be addressed?	Change is always difficult and so it is natural that there will be uncertainty. But change is going to occur as there is a continued decline in parental confidence in the school. The reduction in pupil numbers will have an effect on funding and then on staffing. So there will be a

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	<p>downward spiral. Or there could be a positive spin upwards! The staff have worked well for the school to be removed from special measures but they will need resources and financial investment to develop further. We would like to be able to announce the curriculum structure of the new academy but have only recently been approved to proceed.</p> <p>Pupil anxiety can be addressed by letting them see the benefits of the new school and discover the opportunities that are available in the other Oasis Academies. Then, positive stories can be circulated. The response from one year 7 pupil in one of our academies was "Our school is the best in the universe"!!</p>
<p>Is the timescale for appointing the Principal for the summer an indication of "steamrolling" the process? The publicity flier states that the Academy <u>WILL</u> open. Is it a done deal?</p>	<p>No, it is not a done deal. The statements refer to what the academy will present. We must be prepared for a positive outcome to the consultation so the plans must be in place</p>
<p>(To Peter Wylie) When the proposals were considered earlier in the year, there was one from the Harris Trust who already run two schools in Croydon. Oasis, however, ran no schools at that time. The Council report says that all potential sponsors made strong representations so why was Oasis chosen particularly against Criteria 3 – track record?</p>	<p>(PW) Each bid was a strong one but there was confidence that Oasis could deliver what was required. They had been involved in education for fifteen years and had a large team of staff to support the proposals.</p>
<p>Some pupils currently sit GCSE earlier than usual. Will this practice continue?</p>	<p>The senior staff will decide the structure of the curriculum and they will have the scope to develop it as they chose.</p>
<p>How does Oasis plan to develop the school without having an impact on pupils, particularly those who will not see any benefit from the changes</p>	<p>Oasis will be working with the staff to achieve its aims without affecting the pupils' education. Temporary buildings will be brought on site as there is space at Coulsdon for this without impacting on the school. On other sites, this has not been possible. Each temporary building will cost £1.5million and is of quality to such an extent that at another site, the school requested the temporary building remain after works had been completed. The education of current pupils should not suffer as we have huge expertise in</p>

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	this area.
Will the school be subjected to OFSTED inspections?	Yes.
Can you give a firm assurance that SEN pupils will be supported at the same level as at present?	Yes – this is part of Oasis inclusion policy.
Will there be Parent Governors on the Governing Body?	Oasis will be legally responsible for the academy. Certain responsibilities will be delegated to the principal and Management team and some to the newly created Governing Group. There will be fourteen members of this group which will consist of a mixture of staff, students, the community, parents and some members appointed by Oasis (e.g. local primary school or Local Authority representatives). There will be a transition Governing Group which will consist of two members of the existing Governing Body. It will operate for six months.
How many staff transferred to the academy on other sites?	At Immingham, there were no enforced redundancies but there were some early retirements. However, there were no employment appeals against the process.
What will the staff compliment be in the new academic year? Will there be any new staff?	This will depend on the curricular needs of the academy. There will be roughly the same number of staff initially. But this will depend on the curriculum structure.
Teacher retention is an issue in Croydon. Have you come across it elsewhere?	People will leave jobs because of bad leaders. However good leadership can result in stability and success and can reduce staff mobility.
<b>Coulston High School Consultation Event, Question and Answer Session for the Local community Held on the 6<sup>th</sup> December 2007 at the School</b>	
There was concern at the way in which the evening had been arranged. A meeting had been arranged by local Councillors about ten weeks ago to discuss the possibility of an academy opening on the site. There had been more representation at that meeting than there was at this evening's meeting. When and how had this evening's meeting been publicised	Josh Coleman responded as a representative of the Council. Two adverts had been placed in local newspapers and one thousand individual letters had been circulated through local groups. Also information had been placed in the most recent copy of "Your Croydon" which is delivered to all homes in Croydon. It was also advertised on the Croydon web site. It had not been cost effective to send letters to every

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	individual household but the issue had also been raised at the local Neighbourhood Partnership meeting. However, the local Residents' Associations had not been informed
Had there been contact with local Primary School Head Teachers?	Yes. Meetings had been held at local schools with the Head Teachers and parents of pupils in Year 6. They knew of this evening's meeting. It was clarified that a letter had been sent to prospective parents, to Head Teachers and to Chairs of Governors of local schools. All families who had made the school their 1/2/3 choice had been invited to last night's meeting
Governance – how many of the fourteen governors would be independent of the Sponsor? Shouldn't the composition of the Governing Body reflect the source of the funding i.e. the public, and therefore be the majority?	Fourteen governors would form the governing group and this would develop a system of local governance which would enhance the school's roots within the local community. Oasis Academy governance is a mixture of elected parents, staff and community representatives, an LA appointment, and a number of Oasis Community Learning appointees (including the head of one of the local primary feeder schools etc.). In this way we will ensure that national representation from sponsor-appointed governors is balanced by locally-appointed members of the governing body. To increase democracy, the parent representatives will have a clear job description. As the representatives of parents, they will be expected set up a parental forum to listen to the views of parents
In relation to the ethos of the school, there was mention of those from different faiths but no reference was made to those who have no faith	The Oasis Community Learning charter makes a clear statement that it "respects people of all faiths and no faith". This can be inspected on the Oasis web site.
Will Oasis use its own architects?	A government department – Partnerships for Schools – has been set up as a Non-Departmental Public Body, wholly owned by the <u>Department for Children, Schools and Families (DCSF)</u> They oversee the Building programme for schools and academies. Their experts ensure that the academy programme will be delivered in the most cost-effective way. They have already visited the school to assess the

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	needs and once the budget is set, it will be allocated to the LA who will become responsible for procurement.
There is concern that out of twenty six existing academies, the average over spend is £3M each.	Actually, there are eighty four academies. Yes, the early academies were over budget. That was due to a lack of experience by both the sponsors and the government. That is why the procurement method was introduced and Partnership for Schools became involved to ensure that no project now goes over budget.
What went wrong here?	Peter Wylie stated that he didn't know. He had talked to parents of current pupils to ascertain why confidence had fallen but really they needed to talk to parents of pupils in current Years 4/5. Consultation was needed with them as they need to feel that they have a stake in the school. There would be no need for a catchment area unless the school became oversubscribed. It was essential that a high quality school was established in Coulston. There was concern that a significant number of pupils travel beyond Coulston to secondary schooling with pressure being put on Warlingham School already. This is why there is a need to promote the academy and parents need to be part of this process. Steve Chalke added that people want the school to succeed. They don't want to have their children travelling distances. Progress has been made at Coulston in recent times and there is a need to build on this. The establishment of a post 16 centre is very exciting.
There is still concern that there is the possibility of the Head Teacher and senior staff not being in place in time.	We do not wish to lose a good teacher but we have to follow the procedures as laid down by the government. Oasis Community Learning has much to offer Coulston.
Will there be any further meetings?	If people want them, the answer is "Yes". Please Email any further questions to the address on the handout.

#### **4.5 Feedback through other mechanisms**

Both the Council and Oasis produced a questionnaire and published contact details at all events to solicit more feedback. The council site had an online questionnaire that can be monitored to generate statistical information on various aspects of the feedback. This includes what type of person is completing the form – male or female, do they have children at the school are they staff etc. The current analysis of those who responded online is included within **Appendix H** of this document. 130 people submitted responses to the questionnaire with 81% strongly agreeing or agreeing that the Academy proposal is a good idea.

Throughout the process 7 individuals have communicated with the Council via email or letter. These have been predominantly communications questioning the principles of the Academy programme rather than specifically the Coulsdon High School proposal. Another key focus has been concerns about faith based schools. The Governing body submitted a request for clarity for TUPE representation and a formal response to the proposal. Copies of all communications along with the responses are included within **Appendix F**.

A community led petition with 153 names in support of the proposal has also been submitted to the Council.

A number of residents stated that they were impressed with the information made available. However, some residents stated that they felt there was a lack of information and that this was provided within a limited access window.

There was a strong desire from residents to be kept informed of future plans and progress with proposals for the School.

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## 5 SUMMARY AND CONCLUSIONS

The proposals have been presented to the local community and stakeholders in a coordinated way. The outcome of the consultation is outlined in paragraph 4.5. There is a significant level of support for the Academy proposal within the local community.