

## Minutes

### OAT Board of Trustees

Date: 21 July 2016

Time: 11.00 am

Location: Salisbury Room, The Thistle Euston Hotel, Cardington Road, Euston, London

#### Present:

|                   |    |                                     |
|-------------------|----|-------------------------------------|
| Paul Hann         | PH | Chair                               |
| Toby Salt         | TS | Chief Executive Officer             |
| Wendy Barnes      | WB | Trustee                             |
| Sir Robin Boshier | RB | Trustee                             |
| Ian Brookman      | IB | Committee Chair and Trustee         |
| Nicole McCartney  | NM | Managing Director, Oat East/Trustee |
| Peter Murray      | PM | Founding Chair                      |
| Bal Samra         | BS | Trustee                             |
| Ken Shooter       | KS | Trustee                             |
| Mark Stanyer      | MS | Executive Principal and Trustee     |

#### Apologies:

|              |    |                              |
|--------------|----|------------------------------|
| Frances Hall | FH | Trustee                      |
| Paul Nye     | PN | Chief Operating Officer, OAT |

#### In Attendance:

|                                   |     |  |
|-----------------------------------|-----|--|
| Di Barnes                         | DB  | National Director for Academies, OAT             |
| James Miller                      | JMI | National Director of Estates and Technology, OAT |
| Sarah Vout                        | SV  | Head of Finance, OAT                             |
| Tony Round (item 5(b) only)       | TR  | Head of Academy Finances, OAT                    |
| James Murray                      | JMU | OT   |
| Stephen Ravenscroft (item 3 only) | SR  | Stone King LLP                                   |

| Part       | Discussion   | Action |
|------------|--|--------|
| <b>1</b>   | <b>Welcome, introductions and apologies</b>  |        |
| 1.1        | Apologies were received from FH, BS and PN.  |        |
| 1.2        | RB was introduced and welcomed as a new member of the Board.   |        |
| <b>2</b>   | <b>Minutes</b>   |        |
| <b>2.1</b> | <b>Declarations of interests and Trustees interests for OAT website</b>  |        |
| 2.1.1      | Declarations of interest and skills audits were provided to SV.  | SV     |
| <b>2.2</b> | <b>To confirm the minutes of the Board meeting held on 10th March 2016</b>   |        |
| 2.2.1      | Noted that an action was missing from 3.4. Subject to this amendment, the minutes were approved as a true record of the meeting. |        |

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| <b>2.3</b> | <b>Matters arising</b>   |     |
| 2.3.1      | It was confirmed that all matters arising from the previous meeting are included in the meeting agenda.  |     |
|            | <i>The Trustees agreed to bring item 6 forward.</i>  |     |
| <b>6</b>   | <b>Estates and Technology</b>  |     |
| 6.1        | JMI updated the Board on the work of the Estates and Technology team   |     |
| 6.2        | JMI provided an update on statutory compliance – this was discussed by the Trustees and recommendations were made.   | JMI |
| 6.3        | The programme of transfer of utilities is underway, following OAT-wide procurement exercise.   |     |
| 6.4        | Legionella and asbestos training has been undertaken by academies, this was done in conjunction with another MAT to improve VFM  |     |
| 6.5        | Health & Safety policies – work undertaken with a specialist firm to make available to academies a suite of policies (which will be tailored to each academy) and a helpdesk   |     |
| 6.6        | JMI provided an overview of the Capital Maintenance funding and noted that the current expectation is that formulaic capital funding is expected to continue.  |     |
| 6.7        | The Trustees thanked James’ team for their work in the successful completion of the Cowes capital project.   |     |
| 6.8        | JMI explained two new capital funding streams that the EFA are piloting. Decisions in relation to applications made are expected imminently, but have been delayed following the recent changes in government.   |     |
| 6.9        | JMI provided an update on OAT’s strategy for central procurement and highlighted those areas in respect of which central procurement is currently underway.  |     |
|            | <i>The Trustees agreed to bring item 4 forward, and to re-order the points for discussion.</i>   |     |
| <b>4</b>   | <b>Update School Improvement Sub-committee</b>   |     |
| <b>4.2</b> | <b>School improvement - update</b>   |     |
| 4.2.1      | PH provided an introduction and summarised the matters relating to safeguarding which had been discussed at the most recent meeting of the SI sub-committee.   |     |
| 4.2.2      | DB provided an update on school improvement, noting the following: <ul style="list-style-type: none"> <li>• KS4/KS5/iGCSE results are imminent. Last year saw a further improvement in the accuracy of OAT’s results predictions.</li> <li>• An update was provided at the Principals’ Forum on the method of delivery of SI support for 16-17, in particular the role of RDs</li> <li>• Noted new principals who will be in role with effect from 1 September 2016 – a mixture of promotions/transfers between academies and external hires. Bespoke induction support will be provided to each, developed by NM and HR.</li> <li>• Update on outcomes of the Ofsted inspections and monitoring visits which had been undertaken since the previous meeting.</li> </ul> |     |
| 4.2.3      | DB provided a safeguarding update to the Trustees. The Board noted the need to follow up on the consistency of reporting by link governors for safeguarding, and to implement guidance if required.  | DB  |
| 4.2.4      | DB gave an overview of primary outcomes, as follows: <ul style="list-style-type: none"> <li>• Current Ofsted status of OAT primaries</li> <li>• EYFS</li> </ul>  |     |

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|            | <ul style="list-style-type: none"> <li>• KSI – noted tougher assessment criteria in place for 15-16. Levels of attainment had been maintained from 14-15 but national data not yet available</li> <li>• Phonics</li> <li>• Attendance – DB highlighted the high levels of disadvantage in the areas in which OAT’s primary academies are located, and reported that despite this, attendance was &gt;96% across all of the primary academies, an increase on the previous year.</li> </ul> |            |
| 4.2.5      | DB outlined the plans for provision of primary support for 16-17.  |            |
| 4.2.6      | Discussed data collection for September’s Year 7 intake, who will have been impacted by the new KS2 measures. Trustees highlighted importance of this given the KS3 “No wasted years” focus, and the need to understand what “expected” levels of attainment look like. This is key before December re-testing is introduced in December [2017].   | School Imp |
| 4.2.7      | The Trustees gave their thanks to DB for her strategic and personal skills in achieving the progress made in the provision of school improvement support during her time with OAT, ahead of her retirement in August.  |            |
|            |  |            |
| <b>4.1</b> | <b>Minutes of the last meeting held on 19 May 2016, and matters arising</b>  |            |
| 4.1.1      | The minutes had been provided to the Trustees.   |            |
| 4.1.2      | The proposed Scheme of Delegation for OAT East was discussed.  |            |
| 4.1.3      | NM confirmed that work is being undertaken to ensure consistency of practice between OAT and OAT East.   |            |
| 4.1.4      | Discussed OAT governance strategy.   | PN/JB      |
| 4.1.5      | The scheme of delegation was accepted as a working document on recommendation of the Chair of the SI sub-committee.  | PH/NM      |
|            |  |            |
| <b>3</b>   | <b>Revised master and supplementary funding agreements and new Memorandum and Articles</b>   |            |
| 3.1        | The Trustees received a presentation from SR on the new funding agreements and Articles and the Board resolved that the revised master and supplementary funding agreements be entered into, subject to final negotiations with the EFA, and further resolved that delegated authority to continue these negotiations and to approve the documents be given to the Chair and CEO.  |            |
| 3.2        | The changes to the Articles were noted by SR and it was agreed appropriate for members to be asked to approve the Articles once EFA consent had been obtained.   |            |
|            |  |            |
| <b>5</b>   | <b>Finance</b>   |            |
| 5.1        | IB provided a verbal update on the meetings of the FOR and Audit Committees which were held on 14 July 2016.   |            |
| 5.2        | TR updated the Board on the budgets for 16-17, and an overview of the reserves position and outlook was discussed. Noted that from 17-18, an outline budget would be requested in January of each year, prior to any staffing decisions being undertaken. The budgets were approved by the Board.  | PN/TR      |
|            |  |            |
|            | <i>The Trustees agreed to bring item 8 forward, and to re-order the points for discussion.</i>   |            |
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| <b>8</b>  | <b>Policies</b>   |       |
| 8.1       | <p>The Trustees discussed the previously circulated OAT Model Admissions Policy and the updated Draft OAT Safeguarding Policy. In addition, the specific Selection and Oversubscription criteria for George Salter Academy were reviewed. The following was agreed:</p> <ul style="list-style-type: none"> <li>• OAT mandatory template policies will be adopted by the Trustees in line with the agreed review frequency schedule held by the OAT governing body team.</li> <li>• The OAT Model Admissions Policy was agreed and adopted.</li> <li>• The specific Selection and oversubscription criteria for George Salter were agreed.</li> <li>• Each Academy's specific selection and oversubscription criteria will be reviewed by the School Improvement Sub-committee of the Trustees with the outcomes being reported to the full Board</li> <li>• The updated Draft OAT Safeguarding Policy was adopted and will now be circulated to Academies prior to the start of the new academic year.</li> </ul> |       |
| 8.2       | Governance team to be updated and to request that JB re-circulate to the Chair of Trustees the policy adoption timelines and review frequency.  | DB    |
|           |   |       |
| <b>7</b>  | <b>Verbal update on possible new academies, academies under development and free schools</b>  |       |
| 7.1       | DB provided an update.  |       |
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| <b>9</b>  | <b>Any other business</b>   |       |
| 9.1       | It was agreed that external guidance would be commissioned regarding how best to ensure effective governance practice in light of the Board's commitment to transparency.   | TS/PN |
|           |   |       |
| <b>10</b> | <b>Date of next meeting</b>   |       |
|           | Thursday 15 September 2016 – confirmed that this meeting would be held in London, venue details TBC.  |       |