

Minutes

OAT Board of Trustees

Date: Thursday 13th September 2018
Time: 11.00am
Location: Thistle Holborn Hotel, The Kingsley Fitzroy,
 36-37 Bloomsbury Way, London, WC1A 2SD

Present:

Peter Murray	PM	Trustee and Founding Chair
Paul Hann	PH	Chair
Sir Robin Boshier	RB	Trustee
Ian Brookman	IB	Vice-Chair
Frances Hall	FH	Trustee
Nick Hudson	NH	CEO and Trustee
Andrew Jones	AJ	Trustee
Jane Nolan	JN	Executive Principal and Trustee
Bal Samra	BS	Trustee (left meeting at 13.00)
Mark Stanyer	MS	Executive Principal and Trustee

Apologies:

Wendy Barnes	WB	Trustee
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In Attendance:

Carmel Brown	CB	National Director of People and Operations
Marcella Craven	MC	Clerk to the Board
James Miller	JMi	National Director of Estates and Technology
James Murray	JMu	Ormiston Trust – CEO
Paul Nye	PN	National Director of Finance
Robert Pritchard	RP	Interim National Director of Education
Amelia Walker	AW	National Director of Strategy and Quality Improvement

Part	Discussion	ACTION
1	Welcome, introductions and apologies	
1.1	Apologies were received and accepted from WB. It was noted that BS would be leaving the meeting at 13.00.	
2	Minutes/Administration	
2.1	<u>Declaration of interests and Trustees interests</u> The Register of Directors Interests has been updated. No further changes were declared.	
2.2	<u>Trustees</u>	

<p>2.3</p> <p>2.4</p>	<p>The Chairman welcomed RP as Interim National Director of Education and MC who is taking on the responsibilities of the Company Secretary.</p> <p>The Chairman welcomed AJ to the Board as an OAT Trustee and Director with immediate effect. The term of office of MS, OAT Trustee, had been extended with approval from Ormiston Trust for a further 12 months.</p> <p>PH welcomed the new OAT team and NH introduced the team to AJ.</p> <p><u>Minutes</u> The Minutes of the Board Meeting of 19 July 2018 were approved as a true record and signed on behalf of the Board by the Chairman.</p> <p><u>Matters Arising</u> <u>4. OAT Operating Model</u> To be covered at the 13 December 2018 meeting.</p> <p><u>6.2 Reserves and GAG funding</u> To be brought to FOR committee 27 November and then to 13 December board meeting.</p> <p>All other matters arising had been actioned, delegated to Committees or formed part of the meeting's agenda.</p>	<p>NH/AW</p> <p>PN</p>
<p>3</p>	<p>Strategic Direction Setting</p>	
<p>3.1</p>	<p><u>Analysis underpinning new Trust Priorities</u> AW and RP presented a baseline analysis underpinning new trust priorities for discussion and consideration. Trustees discussed recent headline results, areas of relative strength and underperformance. Trustees also considered an analysis of what sits beneath the results and by consequence the priorities and actions for the short, medium and long term.</p> <p>AW put the analysis in context – this is a baseline for debate and discussion and, if supported by the board, will form the basis for wider consultation. She suggested anyone wanting to go into a deeper discussion was welcome to contact her.</p> <p>The analysis covered:</p> <ul style="list-style-type: none"> • KS4 attainment against headline measures • Ebacc entry profile • Post 16 outcomes • Demography within the trust • National challenges relating to white British disadvantaged students and how this relates to the profile of students within the trust • Relative progress in different qualifications and subjects <p>A Theory of Change chart and research evidence paper was passed to Trustees and this was discussed as a causal analysis. Trustees were asked to reflect on the hypotheses set out there and to contact AW if they would like to discuss further bi-laterally.</p> <p>The Board explored the Theory of Change paper and made the following observations:</p>	

	<ul style="list-style-type: none"> • The impact of parenting skills should be reflected. Parenting skills have not deteriorated over time and have always been a factor. However, they are still important. • Understanding at which point in the secondary journey students who do well at primary start to decline is a critical question. It was suggested that transition is particularly important. • The colour coding is intended to reflect those areas where the Trust can have an impact. However, we can and should have an impact on teacher recruitment and this is not clearly enough reflected. • The diagram refers to professional careers and further debate is needed about the relative role of university vs technical routes into careers. • The vocabulary gap should be included as a key causal factor. • We should understand how our performance compares to other Trusts with similar intakes. • A further discussion should be had about the role of examinations at 16, in a system where the leaving age is 18. This is a national issue but one on which we should hold a view. <p>AW proposed three purposes to help the Trust define its role more clearly: Teach, Develop, Change and Support. It was confirmed that the function of these categories was to enable managers to structure planning and prioritisation. Trustees commented that:</p> <ul style="list-style-type: none"> • The purposes were broadly right • 'How to think' is innate and therefore might be better expressed as 'ways of thinking' • 'Develop' should include reference to the importance of helping students make effective choices • 'Change' seems to be framed negatively and should be reframed positively • This could be seen as being too focused on underachievement and should clearly reflect that this is about all the students we serve <p>Trustees then considered defining priorities for action specifically under the headings:</p> <ol style="list-style-type: none"> 1. Curriculum and Teaching 2. Specialist knowledge 3. Learning Time 4. Knowledge for opportunity <p>Specific considerations raised, were whether our talent strategy should include paying a premium for hard to recruit subject specialists, and whether we need to say more about functions.</p>	
3.2	<p><u>2017/2018 Unvalidated Results</u></p> <p>RP summarised the Key stage 5 results. Trustees discussed Key stage 5 results and their implications in detail.</p> <p>RP reminded the Board that this was the first year of the new and more rigorous Applied A-Level qualifications which will affect the national picture.</p>	

- Headline APS increased for the Trust and the overall grade remains at a C-, in line with all state funded schools nationally.
- 13 of the 16 academes have improved their A-Level attainment measures.
- Overall progress measures for A-Levels indicate OAT will again be in line with national standards.
- A*-A, A*-B and A*-C thresholds all improved from 2017
- A*-E (overall pass rate) declined from 2017, this is not in line with national patterns. OAT Academies had significantly more Us in 2018 than 2017.

Trustees asked about the number of students across the Trust taking A-Levels. RP confirmed he would like to see this increase, but it was also dependent on the academies that had sixth forms.

RP reported that the Trust has held its position with Key Stage 4 attainment and had improved in Key Stage 5 – but internally work continued at making greater improvement. Nearly all schools the National Schools Commissioner was interested in had improved. Showing that where impact was focussed, improvement occurred.

RP summarised the outcome of the 2017/18 unvalidated results. These had been discussed by the School Improvement-subcommittee (SIC) on Thursday 23 August 2018. Further detail would be considered at the SIC meeting 15 October 2018.

RP used slides to explain Key Stage 4 progress using a breakdown of subjects. Figures were provisional but expected to be similar to last year's outcomes.

Core subjects were discussed. RP confirmed that consistency across academies is varied and this is being addressed. Trustees discussed open subjects. RP explained the differences and that despite greater rigour this year outcomes had improved, but that Maths and English results need to rise alongside these to ensure improvement of life chances for all students.

Attainment at Key Stage 4 was discussed in detail and the performance of high ability Key Stage 2 SAT level students. The gap between English and Maths was also discussed and explored. Trustees discussed teacher retention and recruitment issues in key subjects and potential strategies for improving this.

RP discussed the Ebacc attainment (which is one indicator of the curriculum) and the aspiration to see more higher entry students being entered. Trustees discussed Ebacc and its value.

RP drew Trustees' attention to the fact that there are new reformed GCSE qualifications in a significant number of subjects.

- Overall the Trust has maintained standards of basic rate attainment from 2017 at Grade 4+ and Grade 5+.
- Maths attainment overall at Grade 5+ has seen a 3% decline from 2017, with middle and high prior attainment students the key group.

	<p>Overall P8 figures have decreased by 0.04 and stand at average; though this will change pending the national A8 model being updated, so these figures need to be read with caution.</p> <ul style="list-style-type: none"> • Basic rate gaps between disadvantaged students and other students have reduced by 1% (18% gap). • There have been significant double-digit improvements in Grade 4+ Basics at Venture (+16%), WOA (+13%), Chadwick (+12%), Cowes (+11%) and Horizon/Maritime (+10%). Similarly, with Grade 5+ WOA (+13%) and Ilkeston (+11%). • This year 239 students across the family achieved at least 1 or more Grade 9 subject, which is 108 more than in 2017. <p>The priority academies identified by the trustees in August 2017 were discussed. Specific interventions and support will be delivered by the School Improvement team, and this will be scrutinised by the SI sub-committee in October.</p>	
3.3	<p><u>Operating Model</u></p> <p>NH and AW updated Trustees on the Operating Model progress and development since the last board meeting.</p> <p>The Actions that have taken place include:</p> <p>AW as Executive lead (dovetailing the Operating model with the strategic direction setting).</p> <p>Meeting with Chris Kirk Associates(CKA), taking forward the Board's actions. Trustees asked about School Improvement functions. NH confirmed that CKA is aware that the School Improvement functions will stay inhouse, and this will be aligned with the model.</p> <p>The full Operating Model report will come to the December board.</p> <p>The areas CKA are exploring include academy functions, finance, IT, HR, and non-teaching assistant functions. Operational Staff and non-teaching, educational staff. CB will feed some of this data to them.</p>	NH/AW
3.4	<p><u>Talent Management</u></p> <p>CB confirmed that OAT is in partnership with Ambition School Leadership (ASL) exploring a current and future approach to Talent Management. The key areas of focus currently are recruitment and retention; succession planning and development/CPD for our teaching staff.</p> <p>Trustees discussed recruitment, the need for a strong employee brand; articulation of an employer message and recruitment in general to support the schools from the centre (currently support for recruitment only occurs for principals).</p> <p>CB explained the need for a compelling offer to improve recruitment and the possibility of expanding training our own teachers and sharing CPD through current and potential SCITTs and a possible OAT Institute of Education.</p> <p>Once we have completed the work on this part of our talent management strategy, focusing on all teachers and leaders across the Trust during the 2018/19 academic year, the intention is to develop a similar process for support staff within OAT academies. ASL is currently supporting OAT to</p>	

	<p>further develop this process. The first three stages of this project have been completed with a focus on contracting, diagnosis and feedback/review and this is the detail. Methods of achieving this were discussed including the OAT Talent Management steering group. The key areas of specific focus in these initial stages were around the Sourcing and Selection of teaching staff; Retention and Progression; Development and Performance Management.</p> <p>A further progress report will be brought to the Board in December 2018.</p> <p>Trustees asked would it be possible to appoint to OAT, not to a specific school? Could this work in cluster areas, particularly where there were secondary shortage areas? Perhaps with financial incentive. CB confirmed this was planned and sharing staff is beginning to happen in some of the regions. We do have a mobility clause in our teacher contracts and this works well in areas where there is a group of academies. NH confirmed that more staff sharing has happened than ever before and we will continue to focus on this. Trustees discussed publicity around this and using digital messaging in support of it.</p> <p>Trustees discussed career paths, with reference to NQT to Principal being mapped, but for this to include development to becoming a Specialist teacher.</p> <p>PH thanked everyone for the exciting plan and data and its articulation in next steps, in general terms this was exciting.</p>	CB						
4	Performance Report							
4.1	<p><u>End of year reserves report</u></p> <p>PN confirmed that in July the Board had approved the three years' budgets from 2018/19, keeping OAT on track to improve its reserves. Trustees had also agreed to change the accounting policy regarding deferred income with effect from 2017/18. He confirmed that he would bring a paper to the FOR meeting in October relating to the pooling of reserves and in year revenues.</p> <p>PN confirmed the agreement with the ESFA is that the Trust's reserves should be in the range 3% to 5% of annual income. It has been agreed with the ESFA (in their letter dated 20 June 2018) that the Trust will achieve reserves at least equal to 3% of income by 31 August 2021.</p> <p>The reserves in the statutory accounts at 31 August 2017 were 2.6% of annual income and the same percentage is expected for 31 August 2018.</p> <p>The budgets submitted in July 2018 to the ESFA for the next three years show the following trend.</p> <table data-bbox="391 1801 755 1898" style="margin-left: auto; margin-right: auto;"> <tr> <td style="padding-right: 20px;">31 August 2019</td> <td>2.3%</td> </tr> <tr> <td>31 August 2020</td> <td>2.5%</td> </tr> <tr> <td>31 August 2021</td> <td>3.1%</td> </tr> </table>	31 August 2019	2.3%	31 August 2020	2.5%	31 August 2021	3.1%	PN
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	<p>This is in line with the agreed target of 3% by 31 August 2021. Forecast reserves at 31 August 2018 (excluding #iwill and Bolingbroke) are £4,500,000.</p> <p>A discussion about reserves took place. PN confirmed that the finance team can benchmark financial performance and that this links well to curriculum led financial planning. Trustees discussed the need for complete transparency about where the finance is targeted and what it has been used for. PH suggested developing a report to ensure transparency.</p> <p>The teachers' pay award and the budgeting plans around this were discussed. The assumption in the budget was for a 2% pay increase. The actual offer is greater than this, but the excess over 1% will be funded from the ESFA. However certain academies could face a shortfall in funding depending upon the respective grading of teaching staff. All additional funding will come to the centre, and will be allocated to the academies, such that the pay increase will be funded in full for every academy. Other Trusts may be suggesting increasing the award for leadership staff from 1.5% to 2%. A decision will be taken when the stance being adopted by others is clearer. Messages have been sent to Principals that they should not commit to any additional spending outside their agreed budgets.</p>	<p>PN</p>
<p>4.2</p>	<p><u>Estates and technology update</u></p> <p>JM outlined the various developments in Estates and Technology including Health and Safety. A revised Health and Safety Policy would be taken to the next FOR meeting, with an update on the Capital Maintenance Programme, Data Protection and an ICT Cyber Security Update.</p> <p>JM updated Trustees on the summer building works at Denes, Cliff Park, South Parade, Meridian, Edward Worlledge, Shelfield, NEWA, OBA, OSCA and Ilkeston which have mostly been completed. Finishing the works and getting spaces ready for teaching for the first week of term was tight at some academies. However, they are all operational and arrangements are in place to complete outstanding works.</p> <p>Trustees discussed the ICT cyber security grid, JM confirmed an up to date grid would be taken to the FOR committee.</p> <p>IB requested that for the next FOR committee, an FOI/data breaches/SARs/cyber-attack report be drafted to ensure awareness as a board on a regular basis in this area.</p> <p>Trustees noted the introduction of the new Board portal to replace Diligent (OAT Boards) which was being used for the current meeting.</p>	<p>JM</p> <p>JM</p>
<p>5</p>	<p>Decision Paper</p>	
<p>5.1</p>	<p>AW summarised key activities and process for incorporating new academies into OAT and the potential for organisational risk. There will be an audit trail for each of these and a review of the process will take place in due course.</p> <p>AW outlined the changes to that process and sought the Board's approval for authority to be delegated to the FOR committee to act on its behalf at identified points in the process (2 and 6 of the process).</p>	

	<p>Discussion included current process and proposed process. AJ requested a grid to show the progress of each academy through the process.</p> <p>PH asked if the process would remain the same if OAT were asked to bid for an academy. AW confirmed it would be a slightly amended process, but the key process would be the same.</p> <p>Trustees agreed with the recommendations of the paper.</p>	<p>AW</p> <p>AW</p>
6	Any other business	
6.1	<p><u>Dates of next meetings</u></p> <ul style="list-style-type: none"> • Thursday 13 December 2018 • Thursday 14 March 2019 • Thursday 11 July 2019 – amended date <p>Trustees were asked to ensure they had the date of the OAT conference in their diaries 14/15 November 2018 and that after the December board meeting it was agreed to adjourn elsewhere for a small celebration of the season.</p>	
6.2	<p>There being no further business, the meeting closed.</p> <p>Chairman</p>	