

Minutes

OAT Board of Trustees

Date: Thursday 14th March 2019

Time: 11.00am

Location: Thackeray Suite, Thistle Holborn, The Kingsley Fitzroy, 36-37 Bloomsbury Way, London WC1A 2SD

Present:

Paul Hann	PH	Chair
Frances Hall	FH	Trustee
Nick Hudson	NH	CEO and Trustee
Andrew Jones	AJ	Trustee
Bal Samra	BS	Trustee
Mark Stanyer	MS	Executive Principal and Trustee
Ian Brookman	IB	Trustee
Peter Murray	PM	Trustee and Founding Chair

Apologies:

Jane Nolan	JN	Executive Principal and Trustee
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In Attendance:

Carmel Brown	CB	National Director of People and Operations
Sunita Yardley-Patel	SYP	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	PH opened the meeting and noted apologies Jane Nolan. PH outlined that there were numerous key papers for this meeting and the role of the board is key in oversight at this point given the current position of the Trust. It was noted that OAT currently has a strong set of principals and Executive, which is reflected in the quality of the papers circulated. FOR Committee were thanked for their significant work on the Ops Model.	
2	Minutes	

2.1	<p>Trust Board minutes for December approved subject to the amendment to an inaccuracy in section 6.1; add 'these have been corrected as part of the audit'</p> <p>Trust Board minutes for January approved.</p> <p>Confidential Trust Board minutes for January approved</p> <p>Matters arising complete.</p>	
4	SI Update	
	<p>RP presented the SI Strategy which considers the Institute of Education (IoE), Lead practitioners and high-risk academies.</p> <p>RP outlined the changes to the regions and the staffing implications associated.</p> <p>FH asked whether the new regions tie in with the Ops Model? It was confirmed that the regions align.</p> <p>There was a discussion about the need for consistency in the education experience offered to young people and the development of trust wide expectations and non-negotiables. There was a focus on lead practitioners, the positive receipt of these positions and the plans to recruit more where budgets allow.</p> <p>There was a discussion about the links between the strategy and curriculum aims, it was confirmed that the curriculum programme would be presented at the next Board meeting.</p> <p>There was a further discussion around the timeline for implementation of a better aligned curriculum and whether there should be a move to the same exam boards. It was concluded that the quality and breadth of provision should be the focus.</p> <p>RP outlined the plans for the IoE with a view to training, developing and retaining our staff.</p> <p>BS suggested that the talent development aim of the IoE is the focus of communications of the Ops Model.</p> <p>There was a discussion about Ofsted outcomes this year and a brief update on safeguarding training and data collation for safeguarding compliance.</p> <p>There was a discussion about the need to evaluate the outgoings spent on alternative provision (AP) and whether there is a need to investigate developing an OAT AP in certain areas where clusters of schools could benefit. There were also considerations about the standards of behaviour and consistent sanctions.</p> <p>PH asked that the SI Strategy be circulated to trustees.</p>	

5	Estates Update	
	<p>JMi outlined that there has been progress made on ensuring ICT compliance, capital works and pathfinders.</p> <p>There was a discussion about the need to collect trust wide H&S data. It was concluded that this is used to demonstrate compliance to unions and replaces accident books.</p> <p>PH asked why a few academies have areas of non-compliance?</p> <p>There was a discussion about the various issues and how they are being addressed. It was concluded that the feedback at the next board meeting should be that these issues have been rectified.</p> <p>JMi updated the board on capital projects and it was confirmed that the grant money issued from the Phillip Hammond grant has been noted in accounts.</p>	
6	Data Project	
	<p>AW outlined the rationale for developing a data strategy including the current position, risks, benefits of centralising data and the need for investment.</p> <p>AW indicated that the first step is to get every academy on the same management information systems (MIS). There will then be a move to develop an analysis tool which meets the Trust's requirements. AW outlined the timeline for this and interim measures until the tool is fully developed.</p> <p>IB noted that the appendix lists school software and asked whether correct amount of licences are in place?</p> <p>AW responded that licences is an indication but as some schools did not respond this needs to be clarified.</p> <p>FH noted the need to ensure that all individual strategies link to the OAT strategy.</p> <p>AW responded that this is a helpful reminder.</p> <p>There was a discussion about the rationale for data collection and the need to develop a better understanding of how students' needs are being met.</p> <p>There was a further discussion about how it was decided that systems would be developed in house and what research has been conducted into how other trusts do this. It was confirmed that the data tool being developed will be an amalgamation of several data processing tools.</p>	
7	Management Accounts	

	<p>PN outlined the current position and noted that the aim for the end of year forecast is to ensure that every academy meets budget. PN further outlined academies that are currently not on track to meet this and how this will be mitigated.</p> <p>IB added that FOR has looked in detail at academies, particularly the red academies. IB added that there has been consultation with accountants regarding the Ops Model, the outcome of which was that the declarations will not need to be made this year.</p> <p>PN confirmed that draft budgets will be sent to the next FOR committee in May.</p>	
8	Strategy Implementation	
	<p>AW outlined the need for a focus on corporate planning and aligning 'golden threads' throughout the organisation including the development of links between the strategy and both Academy Development Plans (ADPs) and budget planning</p> <p>AW added that there is a need to ensure that the strategy is at the centre of all workplace actions which means a shift in culture. Templates are being developed for this. AW asked for the Board's view on reporting back on the strategy.</p> <p>FH asked whether the tracking will be RAG rated?</p> <p>AW confirmed that it will be.</p> <p>IB suggested that the head office monitoring needs to be reported at Board level.</p> <p>AJ asked what the perception of the level of centralisation is in academies?</p> <p>MS responded that there is an understanding of the need for change, particularly in terms of trust performance. As there is a focus on the Ops Model discussions, schools are content with the strategy.</p> <p>There was a discussion about the need for strategy implementation to be light touch and carefully balance compliance and culture to ensure that academies see the value of the strategy in making workstreams more efficient.</p> <p>There was a discussion about ADPs and the need to issue guidance on length and content.</p>	
9	Conversions	
	<u>Sandymoor</u>	

	<p>The current position of Sandymoor school's position was discussed. It was noted that the RSC has already given approval for the conversion so the Trust Board just need to sign the conversion off.</p> <p>PN noted that it is important that things happen in the right order with considerations of LAG funding, forecast numbers, and deficits.</p> <p>PM asked whether there is a conflict with Ormiston Bolingbroke Academy?</p> <p>NH responded that there is not a conflict and it makes sense for both academies to be in one trust in order to plan pupil numbers across both schools.</p> <p><u>Brownhills</u></p> <p>PH asked whether Brownhills has been discussed at FOR?</p> <p>IB responded that it had.</p> <p>PH asked if FOR is content with Brownhills current position?</p> <p>AJ responded that some questions were asked. NH added that there are some issues with Brownhills, most of which are easy to rectify.</p> <p>NH outlined that the key case for proceeding is the optimal location and potential for capacity and relationship building.</p> <p>AJ asked that prior to final sign off the financial turnaround plan is shared with the board?</p> <p>PN responded that they are outlined in the board papers.</p> <p>AJ asked whether the forecasts were from Brownhills or OAT?</p> <p>PN responded that the forecasts are from Brownhills but OAT staff have checked and are content that the forecasts are accurate. .</p> <p>Board happy for Brownhills conversion to continue.</p> <p>FH stated the need to monitor what happens between now and conversion and ensure that there is a transition plan.</p> <p>NH responded that a memorandum of understanding is being put in place.</p> <p>It was noted that Safeguarding also needs to be further assessed.</p> <p>The Board approved the continued conversions of both Sandymoor and Brownhills.</p>	
<p>10</p>	<p>Decision Papers</p>	

	<p>PH outlined that all decision papers had been presented to lawyers and the executive and asked whether there were any considerations to be shared.</p> <p>BS asked what would happen if a complaint needed to be raised against OAT management?</p> <p>CB responded that any complaint about Head Office would come into head office in line with the OAT policy.</p> <p>All approved.</p>	
11	For info	
	All noted.	
12	AOB	
	<p>AJ advised of upcoming attendance at a training programme for MAT trustees which will be followed up following attendance.</p> <p>PH advised that a board effectiveness review will be sent out to trustees to complete.</p> <p>There was a discussion about the succession plan for the primary principal trustee.</p> <p>PM asked for a briefing on iWill.</p> <p>AW updated on the current position.</p> <p>PH updated the board on the status of trustee recruitment.</p> <p>PH update the board on the recruitment of the National Director for Teaching and Training.</p>	
13	Next meeting	
	<p>Extraordinary meeting in Late May/Early June – 2019-20 meeting confirmed as:</p> <p>September 12th December 12th March 12th July 9th</p>	