

## Minutes

### OAT Board of Trustees

**Date:** Thursday 11 July 2019

**Time:** 11.00am

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

#### Present:

<b>Paul Hann</b>	<b>PH</b>	<b>Chair</b>
<b>Frances Hall</b>	<b>FH</b>	<b>Trustee</b>
<b>Nick Hudson</b>	<b>NH</b>	<b>CEO and Trustee</b>
<b>Andrew Jones</b>	<b>AJ</b>	<b>Trustee</b>
<b>Ian Brookman</b>	<b>IB</b>	<b>Trustee</b>
<b>Peter Murray</b>	<b>PM</b>	<b>Trustee and Founding Chair</b>

#### Apologies:

<b>Jane Nolan</b>	<b>JN</b>	<b>Executive Principal and Trustee</b>
<b>Bal Samra</b>	<b>BS</b>	<b>Trustee</b>
<b>Mark Stanyer</b>	<b>MS</b>	<b>Executive Principal and Trustee</b>

#### In Attendance:

<b>Carmel Brown</b>	<b>CB</b>	<b>National Director of People and Operations</b>
<b>Sunita Yardley-Patel</b>	<b>SYP</b>	<b>Clerk to the Board</b>
<b>James Miller</b>	<b>JMi</b>	<b>National Director of Estates and Technology</b>
<b>James Murray</b>	<b>JMu</b>	<b>Ormiston Trust – CEO</b>
<b>Paul Nye</b>	<b>PN</b>	<b>National Director of Finance</b>
<b>Robert Pritchard</b>	<b>RP</b>	<b>National Director of Education</b>
<b>Jo Dawson</b>	<b>JD</b>	<b>Incoming National Director of Finance</b>
<b>Amelia Walker</b>	<b>AW</b>	<b>National Director of Strategy and Quality Improvement</b>

<b>Part</b>	<b>Discussion</b>	<b>ACTION</b>
<b>1</b>	<b>Welcome Introductions and Apologies</b>	
1.1	PH welcomed everyone to the meeting.  Apologies were received from BS, MS, JN.  PH noted that the quality of the meeting papers continues to improve.	
<b>2</b>	<b>Minutes</b>	
2.1	The minutes from the March Trust Board Meeting were approved	

	<p>The minutes from the June Trust Board Meeting were approved subject to the addition of conditions discussed regarding conversions</p> <p>The trustees were updated on Matters Arising.</p>	
<b>4</b>	<b>Estates Update</b>	
	<p>JMi gave an outline of the estates update including statutory compliance, health and safety, capital projects and ICT/Data protection.</p> <p>There was a discussion about the new dashboard style and the need to have a coherent document that is the same every time for all areas.</p> <p><b>PH asked whether there is enough money to address building needs?</b></p> <p>JMi responded that schools capital allocation is about half of what is needed to address all backlog maintenance across the Trust. JMi further outlined the prioritisation process.</p> <p><b>PM asked how H&amp;S is considered by Ofsted?</b></p> <p>NH responded that Ofsted only look at H&amp;S where there is a Safeguarding impact.</p> <p><b>IB asked what progress is being made in terms of the urgent work and work outstanding?</b></p> <p>JMi responded that the progress is positive.</p> <p><b>IB asked whether information was being correctly stored in all school buildings?</b></p> <p>JMi responded that this is being reviewed but there are no immediate concerns.</p> <p>JMi outlined the ICO visit and the verbal feedback received.</p> <p>There was a discussion about GDPR training and the ICO report follow up action plan and follow up visit.</p>	
<b>5</b>	<b>SI Update</b>	
	<p>RP outlined the SI report including exclusions, safeguarding, results and Ofsted.</p> <p>There was a discussion about results predictions including the way in which predictions are made and where there are discrepancies in predictions and results.</p>	

	<p>RP outlined the KS2 update noting the changes in specific areas year-on-year. It was further outlined that results will look different when the context of national figures is available in October.</p> <p>There was a discussion about specific cases, which schools will be published publicly in tables and what this will look like.</p> <p>AW added that something to be mindful of is the small numbers of students that are involved in primary assessment.</p> <p>There was a discussion about the Ofsted visits that have recently taken place at Shelfield and Denes.</p> <p>There was a discussion about the action plan both locally and across the trust following the outcome of the Denes Ofsted including standardised approaches, clear guidance, support measures and retraining of key staff.</p> <p>There was a further discussion about exclusions and behaviour policies and it was agreed that the lack of alternative provision (AP) is an issue. <b>It was agreed that there would be further consideration of AP and trustees would receive an update.</b></p>	
<b>6</b>	<b>Finance</b>	
	<p>PN outlined the budget report and explained that academies had been asked to concentrate on pupil-teacher ratio in budget forecasting. Secondaries were asked to achieve a pupil teacher ratio of 15.5 next year which will then increase to 16 and 16.5 the following 2 years. This may be accelerated in coming years.</p> <p>PN further outlined the current ESFA expectations for MAT reserves and OAT's current position with considerations for the next year including a dip in reserves, grant funding, and teachers pension funding.</p> <p>PN outlined some individual cases and the 2/3 year forecasts for these academies.</p> <p>IB noted that FOR committee deem the budgets satisfactory to be approved.</p> <p>There were clarifications around specific academy budgets and it was noted that budgets do not account for the Ops Model at this point.</p> <p>Budgets were approved.</p>	
<b>7</b>	<b>Strategy</b>	
7.1	<p>Data Strategy</p> <p>AW outlined the data strategy update with the key advancements that have been made.</p>	

	<p>FH suggested that the strategy needs to include more about other types of data that the organisation holds, i.e. HR, Finance etc.</p> <p>AW responded that this needs to come through more strongly as this is an aim. It was agreed that trust level decision making body terms of reference will be proposed at the next meeting.</p> <p>All other recommendations agreed.</p>	
7.2	<p>iWill</p> <p>AW outlined the iWill project update including the nature of school level projects, the number of students involved, the risks and the need to sustain momentum.</p> <p><b>PM asked what the evaluating process is?</b></p> <p>AW responded that LKMco has been appointed to do this and initial findings from this will come to the Trust Board in January.</p> <p>PM offered thanks to AW for her work on iWill.</p>	
7.3	<p>Integrated performance report</p> <p>AW outlined the integrated performance report and outlined plans to present something similar to every meeting to ensure consistent line of sight across key performance areas.</p> <p>Trustees were positive about the document and the development of the report was discussed including the ongoing development of the suite of metrics and ensuring sign off at each stage of development.</p> <p><b>It was agreed that this would be presented at committee meetings and added that some measures need comparatives and context to be understood.</b></p>	
<b>8</b>	<b>Conversions</b>	
8.1	<p>Sandymoor</p> <p>NH outlined that ministers have approved the conversion of Sandymoor with a school transfer grant and funding for two years, subject to Sandymoor working with a School Resource Management Advisor (SRMA) and a governance review.</p> <p>It was confirmed that the freehold will be transferred as part of the conversion and there was a discussion about the role of the SRMA</p> <p>Trustees agreed to continue with the Sandymoor conversion and further agreed to delegate any signatures for the Sandymoor to IB in the absence of other trustees over the summer break.</p>	
8.2	Brownhills	

	It was outlined that Brownhills currently on-track with nothing significant to report.	
8.3	<p>Bolingbroke</p> <p>NH gave an update on the Bolingbroke conversion.</p> <p><b>PM asked what the succession plan would be for Bolingbroke?</b></p> <p>NH explained the succession plan going forward.</p>	
<b>9</b>	<b>Decision Papers</b>	
9.1	<p>Governance review</p> <p>RP outlined the governance review proposal.</p> <p>It was agreed that a further paper would be submitted in September with worked up version of ways forward. It was noted that the OAT Conference should be used as a consultation opportunity with Chairs.</p>	
9.2	<p>Safeguarding and Child Protection Policy</p> <p>General observation that policies contain policy, information and guidance. Generally if something is a policy you have to adhere to it. If guidance and information exist</p> <p>Musts are in bold – charity commission guidance.</p> <p>Approved</p>	
9.3	<p>Children Missing Education Policy</p> <p>Approved.</p>	
<b>10</b>	<b>For info</b>	
	<p>Extraordinary FOR Committee minutes 29.04.19</p> <p>FOR Committee minutes 15.05.19</p> <p>Audit Committee minutes 15.05.19</p> <p>SI Committee minutes 20.06.19</p> <p>Minutes were noted by trustees.</p>	
<b>11</b>	<b>AOB</b>	
	PH thanked PN for his significant contributions to OAT over many years and wished him the best for his retirement.	
<b>12</b>	<b>Next meeting</b>	
	<p>September 12<sup>th</sup></p> <p>December 12<sup>th</sup></p> <p>March 12<sup>th</sup></p> <p>July 9<sup>th</sup></p>	