

## Minutes of meeting

### OAT Board of Trustees

<b>Date:</b>	12 December 2019	<b>Time:</b>	11:00
<b>Location:</b>	Forster Room, Thistle Holborn	<b>Clerk:</b> Sunita Yardley-Patel	Clerk to the Board
<b>Apologies:</b>	Peter Murray PM Trustee and Founding Chair		
	Ian Brookman IB Trustee		
	Kate Rutherford KR Executive Principal and Trustee		
<b>In attendance:</b>	Paul Hann PH Chair		
	Nick Hudson NH CEO and Chair		
	Frances Hall FH Trustee		
	Andrew Jones AJ Trustee		
	Janet Renou JR Trustee		
	Bal Samra BS Trustee		
	Mark Stanyer MS Executive Principal and Trustee		
<b>In attendance:</b>	Rob Pritchard RP National Director of Education		
	Tuesday Humby TH National Director of Teaching and Training		
	Jo Dawson JD National Director of Finance		
	Amelia Walker AW National Director of Strategy and Quality Improvement		
	James Miller JMi National Director of estates and Technology		
	Carmel Brown CB National Director of HR and Operations		
	James Murray JMu Ormiston Trust CEO		

	Item	Action
1.	<b>Welcome, introductions and apologies</b>	
1.1	<p>Apologies were noted from PM, IB, KR.</p> <p>PH welcomed everyone to the meeting.</p> <p>PH outlined the importance of governance in the introduction to the meeting.</p>	
2.	<b>Minutes</b>	
2.1	<p>The minutes from 12 September 2019 Trust Board meeting were approved.</p> <p>Matters outstanding will be addressed in reports presented at the meeting.</p>	
3.	<b>Finance</b>	
3.1	<p>NH outlined that the Finance paper will also cover information from the Ops Model. RP will cover Curriculum Lead Financial Planning (CLFP) in the Education update. JMi and CB will also input into the current structures.</p> <p>JD gave an overview of the accounts and referenced some of the individual circumstances around over/underspend in academies and the small discrepancy in budget to actual posting.</p> <p>JD outlined the positive feedback from RSM and explained the timeline for approving accounts before the end of December 2019.</p> <p>JD outlined the reserves position and added that this is consistent with previous expectations and there is an aim to accumulate 2% in reserves in the 2019/20 financial year.</p> <p>There was a discussion about how to effectively balance cost-saving and meeting the ESFA requirements for reserves whilst continuing to move forward in school improvement. It was concluded that Curriculum Led Financial Planning (CLFP) will support the delivery of savings through natural turnover and all savings will go back into school improvement. There is a need to further analyse detailed accounts in order to make cost saving measures. The cash-flow model has been audited by Mazars.</p> <p>There was a further discussion about the requirement for 3-5% reserves and a need for the building of reserves to not be at the detriment to school improvement. The Executive confirmed there is robust planning in place to ensure that targets can be reached.</p> <p><i>There was a discussion about the outstanding loan balance currently held and how this impacts OAT's finances and ESFA requirements.</i></p>	<b>JD</b>

3.2	<p><b>Curriculum Led Financial Planning (CLFP)</b></p> <p>RP outlined the purpose of CLFP, to further invest in school improvement and invest in teaching training. The aim of CLFP is to ensure consistencies across the Trust in teaching hours and class sizes.</p> <p>RP outlined the current situation and the plan moving forward including the progress to date of collation of staff numbers and student numbers. RP outlined the estimated savings from the implementation of CLFP which can then be reinvested in school improvement.</p> <p>The Trustees questioned if this had this been communicated throughout the organisation and has buy-in.</p> <p>RP responded that this has been communicated via the Regional Directors (RDs) and feedback from regions has been generally positive, particularly as the plan will involve more Regional Lead Practitioners (RLPs).</p> <p>The Trustees asked what the timeline will be between savings made and redistribution for RLPs. RP responded that the timeline is dependent on the savings made and RLPs will not be appointed until the savings are confirmed.</p> <p>There was a discussion about the communication of CLFP including how to ensure that positive messaging continues throughout the process where there may be some time between initial actions and positive effects.</p>	
3.3	<p><b>Ops Model</b></p> <p>JD updated the current position on the Ops Model and the plans for finance going forward including plans to move from 38 ledgers to 1 ledger and review the purchase to pay process to encourage academies to move to a cashless system.</p> <p>JD outlined the plans for the finance structure at head office including a temporary new role and adjustment to current roles internally.</p> <p>The Trustees noted that there needs to be a long-term plan for the finance team which results in the team being set up and able to run itself. The Trustees added that a commercial function could be beneficial.</p>	
4.	<p><b>Target Operating Model</b></p>	
4.1	<p>CB outlined that the consultation process ran from October-November 2019 and summarised the feedback. The key themes of the feedback were how structures would work in practice, concerns around the proposed implementation date, localised support options and contract changes. The feedback was reviewed and the conclusion is that the Ops Model would not be implemented in its current form but collaborative working is still planned.</p> <p>There was a discussion about talent mapping and how to ensure that employees remain in the organisation. JMi outlined the proposed estates structure with a view to ensuring capacity across the organisation.</p>	

	<p>JMi outlined the plan for the IT structures and how this will operate in academies and across the Trust. JD added that there is currently a gap around projects in terms of Estates and IT but this needs further research and will be considered in the ongoing review of the structures.</p> <p>There was a discussion about project management officers and the need to embed project management practice into the organisation.</p> <p>JMi further outlined the plan for the structures moving forward and the preparations that are being made in order for the structures to be embedded with a timeline for planned activity. The quantitative benefits were also outlined.</p> <p>The Trustees asked for an update from NH on the feedback from the Principals' meetings w/c 16 December 2019.</p> <p>It was concluded that this then needs to be pulled together into a strategic document with costings and be approved by Financial Oversight and Risk Committee (FOR) at an additional meeting early next term in 2020.</p>	
4.1	<p><b>Audited Accounts</b></p> <p>JD outlined that Trustees and FOR have not yet had the opportunity to review the final version. Numbers are broadly accurate. Trustee report is currently being finalised and problems are not anticipated.</p> <p>There was a discussion about the logistics of signing the report and the timetabling of accounts and report approval was reviewed for 2020.</p> <p>The Trustees asked whether the level of detail in the report is too specific. NH responded that the processes of other MATs was reviewed and there is varied practice. JD added that a holistic position is a necessary approach and a 5-year plan is needed with a mid-term financial strategy.</p>	
5.	<p><b>Estates and Technology</b></p>	
5.1	<p>The Estates and Technology report was received and reviewed by Trustees.</p>	
6.	<p><b>Integrated Performance Report (IPR)</b></p>	
6.1	<p>AW outlined the integrated performance report including how to establish a consistent and accurate baseline over time via new data sources and the detail of the risks to be presented in the data.</p> <p>The Trustees noted that compliance information is important but asked whether the impact can also be measured and questioned the quality of data. AW responded that it can and outlined that impact can be measured in the following ways including; PAN, building conditions, Ofsted decisions and media coverage. Data is pulled in from different systems but the long-term plan is to pull data in automatically.</p> <p>JD added that the strategic direction needs to be clarified and then governance and data structures can be finalised. The Trustees advised that local governance</p>	

	<p>arrangements should be as high level as possible and there should be long-term staff engagement to understand contentment and collation of views.</p> <p>Trustees concluded that the IPR is a useful document.</p>	
7	<b>Teaching and Training update</b>	
7.1	<p>TH gave an outline of the Teaching and Training plan including the plans for the Institute of Education which operates through OAKs which serves 36 academies (4 of which are OAT). She added that there needed to be a focus on OAT developing its own talent.</p> <p>BS asked how many School-centred initial teacher training (SCITTs) there are across the country. TH responded that there are around 500. The OAKs has been rated top 10 and is now rated outstanding by Ofsted.</p> <p>TH further outlined the requirement to roll this out across the OAT network and the plans to do so including the development of a hub model across the Trust. Not all academies will be part of the model.</p> <p>TH outlined the finance plans for the project. The Trustees asked how many people are required to make the SCITT viable. There was a discussion about the current financial position and considerations of the commercial viability of the SCITT. Payment is dependent on the subject.</p> <p>TH outlined the partnership between Ignite and the OAKs that ensures that both NQT packages are offered across the Trust. TH presented an outline of the different leadership pathways including SLT, Principals and regional training.</p>	
8.	<b>Education Update</b>	
8.1	<p>RP outlined the work that has been completed on alternative provision (AP) in each region. This will start in the East. The costings and business case are currently being compiled.</p> <p>The Trustees asked whether there will there be places for non-OAT students. Alternative provision is a big issue across the country, and this is a concern.</p> <p>RP responded that the aim is for the provision to be for OAT students and decisions have been based on classes of eight and multiples of eight. RP further updated that Sixth forms are currently being assessed for quality of provision and finances.</p> <p>The issue of whether students attending AP remain on the school's roll was discussed as there is variable practice nationally across Local Authorities. It was made clear that OAT protocols have now been made consistent across the Trust and OAT students will remain on their own school's roll.</p>	
9.	<b>Conversions</b>	
	NH updated on the current conversion activity:	

	<ul style="list-style-type: none"> <li>• Brownhills update: approval has been given by the HTB and final due diligence is currently underway.</li> <li>• Bolingbroke update: the recent Ofsted result was discussed. It was noted that this report may not be circulated before conversion. Transfer date agreed is 1 February 2020.</li> <li>• Sandymoor update; converted to be an OAT academy as of 1 December 2019.</li> <li>• It was added that Denes Ofsted visit was positive with good verbal comments from inspectors about the progress within the school.</li> </ul>	
10.	<b>Decision papers</b>	
	<p>Admissions paper approved with an agreed additional amendment to Wodensborough Ormiston Academy's policy and the addition of a Sixth form.</p> <p>Health and Safety Policy approved.</p>	
11.	<b>For information</b>	
	<p>Minutes noted from:</p> <p>Financial Oversight and Risk (FOR) – 4 September 2019</p> <p>School Improvement and Standards Committee (SIS) – 26 November 2019</p> <p>Remuneration – Chair TBC</p>	
12	<b>Any other business</b>	
	<p>Committee Chairs for the forthcoming meetings were agreed as follows:</p> <p>SIS – JR to Chair</p> <p>FOR – AJ to Chair</p> <p>Audit – AB to Chair</p>	
13	<b>The next committee meeting will be held on 12 March 2020.</b>	

**Table of action points**

3.1	<i>There was a discussion about the outstanding loan balance currently held and how this impacts OAT's finances and ESFA requirements</i>	<b>JD to investigate loan repayment options</b>
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