

## Minutes of meeting

### Trustee Board Meeting

<b>Date:</b>	12 September 2019	<b>Time:</b>	11:00
<b>Location:</b>	Hawksmoor Suite, Thistle Holborn, The Kingsley Fitzroy, 36-37 Bloomsbury Way, London WC1A 2SD	<b>Clerk:</b>	Sunita Yardley-Patel SYP  Clerk to the Board
<b>Apologies:</b>	Tuesday Humby TH National Director of Training and Teaching		
<b>Attendees:</b>	<p>Paul Hann PH Chair</p> <p>Frances Hall FH Trustee</p> <p>Nick Hudson NH CEO and Trustee</p> <p>Andrew Jones AJ Trustee</p> <p>Ian Brookman IB Trustee</p> <p>Bal Samra BS Trustee (dialled in)</p> <p>Peter Murray PM Trustee and Founding Chair</p> <p>Kate Rutherford KR Executive Principal and Trustee</p> <p>Mark Stanyer MS Executive Principal and Trustee</p>		
<b>In attendance:</b>	<p>Carmel Brown CB National Director of People and Operations</p> <p>James Miller JMi National Director of Estates and Technology</p> <p>James Murray JMu Ormiston Trust – CEO</p> <p>Paul Nye PN National Director of Finance</p> <p>Robert Pritchard RP National Director of Education</p> <p>Jo Dawson JD Incoming National Director of Finance</p> <p>Amelia Walker AW National Director of Strategy and Quality Improvement</p> <p>Janet Renou JR Observer</p>		

	Item	Action
1.	<b>Welcome, introductions and apologies</b>	
1.1	<p>PH welcomed everyone to the meeting.</p> <p>PH welcomed JR as an observer.</p> <p>Apologies were received from TH.</p>	
2.	<b>Minutes</b>	
2.1	<p>The minutes from 11 July 2019 Trustee Board Meeting were approved.</p> <p>The Trustees were updated on Matters Arising.</p> <p>RP updated the Trustees on the work completed on alternative provision, plans for future work and the reporting process going forward.</p> <p>NH outlined the Denes Ofsted report due to be released, the actions taken by OAT to address identified weaknesses and the communications that will be associated with the release.</p>	
3.	<b>Target Operating Model</b>	
3.1	<p>CB outlined the work completed on the Ops Model since the last Board meeting.</p> <p>JD updated on the financials including project costs, ops model set up costs, pay protection costs, recruitment costs and pension strain costs.</p> <p>The Trustees scrutinized and questioned the Risk Register.</p> <p>There was a discussion about the budget implications of the restructure and the associated effect on cash flow and reserves.</p> <p>There was a discussion about the communications plan for the Ops Model and the focus, wording and audiences of the messages.</p> <p><i>The Board requested an update on the Ops Model via teleconference the night before the OAT Conference (19 November 2019).</i></p>	<b>SYP</b>
4.	<b>Estates update</b>	
4.1	<p>JMi outlined the key updates in the Estates report including work completed on statutory compliance, health and safety and action planning for 2019-2020. JMi outlined the work that has recently been completed on Capital Programmes and also 'design a classroom'. KR outlined the work that has been completed at Cliff Park Infants and Juniors and how this has positively impacted culture and dynamics in the academy.</p> <p><i>The Trustees asked whether training issued to SLT in academies has been rolled out to Head Office staff. JMi responded that this would be clarified and reported to the next Board meeting.</i></p>	<b>JMi</b>

	<p>The Trustees asked about the risks of the Endeavour rebuild and how the rebuild will affect Thomas Wolsey. JMi responded that careful plans have been made with the team at Thomas Wolsey.</p>	
4.2	<p><b>GDPR</b></p> <p>Trustees scrutinised the summary of the Information Commissioner’s Office (ICO) report.</p> <p>There was a discussion about the report and the timescale for addressing the recommendations. This will be considered by Financial Oversight and Risk committee (FOR).</p> <p>The Trustees suggested a move away from the concept of data strategy and data protection and to refer instead to data/information governance.</p> <p>There was a discussion about the ICO’s intention to collate information about the education sector and compile a set of expectations for the education sector.</p> <p>The Board nominated IB as the GDPR trustee.</p>	
5.	<p><b>Performance 2019: OAT results</b></p>	
5.1	<p>RP outlined the content of the OAT results paper including progress data, reformed A Levels, specific academy examples and the context of the current results. RP also reminded the board of the School Improvement Strategy for the coming year and the need to offer experienced support to academies .</p> <p>There was a discussion about individual schools, the factors affecting the trends of the data presented and “coasting” schools.</p> <p>The Trustees noted that these results will be the baseline measure for the Ops Model implementation. They questioned that schools that have been with OAT for some time should be improving by now. RP responded that academies where standards are not working, under-perform in numerous areas including finance, recruitment, student numbers, curriculum. AW outlined the results in more detail focusing on different demographics of the OAT student cohort.</p> <p>RP added that standardisation is being addressed by the school improvement strategy and is being rolled out in academies. There is more work to be completed.</p> <p>The Trustees asked whether there had been any PR about the Institute of Education. NH responded that there had not been yet but there will be when it has developed further. AW gave examples of two schools where the impact of two Regional Lead Practitioners (RLPs) had dramatically improved results in English.</p> <p>The Trustees asked about the role of RLPs. There is capacity for OAT to train RLPs through the Training and Development processes associated with the School Centre Initial Teaching Training (SCITT). Part of the selection process is to choose people who have experience coaching and mentoring.</p> <p>The Trustees asked if there any measures that can be presented to the Board throughout the year to ensure better tracking of results. RP responded that results predictions have been more accurate this year and noted this request.</p>	
6.	<p><b>Attendance code update</b></p>	

6.1	<p>RP outlined the need to ensure security in attendance data moving forward. He has been working on a guidance document for attendance codes to be circulated to Principals</p> <p>There was a discussion about recent attendance code checks and what the checks will entail going forward. The Trustees raised the issue of the importance of managing attendance nationally, the need for physical checks in school and how the culture in schools must be consistent.</p> <p><i>The Trustees recommended that advice on how to tackle this cultural change in academies and the support available to academies should be included in the document.</i></p> <p>NH added that progress boards will monitor this.</p>	RP
7.	<b>Data governance</b>	
7.1	<p>AW outlined the data governance strategy considering both technology and education. The strategy includes the setting up of regional data management groups. JD outlined the need for effective information governance to be continuously reviewed by the Executive.</p> <p>The Trustees asked if the management of the data strategy is proportional to the work that needs to be completed. They advised that the strategy will need to change, adapt and develop in response to organizational change.</p> <p><i>The Trustees noted that there is a missing link between the ICO findings and data strategy; the Data Protection Officer needs to be included in data strategy. The Trustees also fed back on the data strategy structure chart. AW noted that this feedback will be actioned.</i></p> <p>The Board approved the paper.</p>	AW
8.	<b>Conversions</b>	
8.1	<p><b>Bolingbroke</b></p> <p>NH updated the Board on the governance at Bolingbroke.</p> <p><b>Sandymoor</b></p> <p>It was confirmed that Sandymoor will join the Trust on 1 December 2019.</p> <p>NH confirmed the forecast funding was approved.</p> <p><b>Brownhills</b></p> <p>Trustees were updated on the current position for Brownhills.</p> <p>NH updated Trustees on other schools currently in conversation with the Trust.</p>	
9.	<b>Decision papers</b>	
9.1	<p>School Improvement and Standards Committee (SIS) Terms of Reference – approved.</p> <p>It was noted that an update may be required following the Ofsted framework later in the year. JR to join SIS when approved as a Trustee.</p>	

	<p>Financial Oversight and Risk Minutes (FOR) Terms of Reference – Trustees advised of information governance. Approved.</p> <p>Audit Terms of Reference - approved.</p> <p>Remuneration Terms of Reference - approved.</p> <p>Remuneration Membership – AJ added to existing membership (IB and PH).</p>	
10.	<b>For information</b>	
10.1	<p>SIS minutes 23.08.19</p> <p>FOR and SIS to approve Sixth Form paper.</p>	
11.	<b>A.O.B</b>	
11.1	<p>Janet Renou approved as a Trustee as of 1 November 2019.</p> <p>MS to add Oaks to declaration of interest.</p>	
12.	<b>Forthcoming meetings</b>	
12.1	<p>12 December 2019</p> <p>12 March 2020</p> <p>9 July 2020</p>	
	<b>The next meeting to be held on 12 December 2019.</b>	

<b>Table of Action Points</b>		
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