

PUBLIC COPY

MINUTES OF OUTWOOD GRANGE ACADEMIES TRUST

Minutes of Outwood Grange Academies Trust Board of Directors' Meeting held at Outwood
Grange Academy on 18 April 2016 at 1pm

Present:

David Earnshaw	(DE)	Director (Chair)
Roland Harden	(RH)	Director
Andrew Kent	(AK)	Director
Sue Hague	(SH)	Director
Ralph Pickles	(RP)	Director
Sir Michael Wilkins	(SMW)	Director (Chief Executive)

In Attendance:

Katy Bradford	(KB)	Chief Operating Officer
Laurence Mosley	(LM)	Finance Director
Martyn Oliver	(MO)	Chief Executive Designate
Rob Tarn	(RT)	Regional Chief Executive
Lee Wilson	(LW)	Executive Principal, Primary
Lisa Lewis	(LL)	Director of Executive Services
Laura Calton	(LC)	Clerk

1. Notice/Quorum/Apologies

1.1 DE asked for an update on staff taking up their new positions across the Trust and how this fitted into the structure. MO explained the wider work to be carried out under the terms of reference and the proposal to have an executive board consisting of the existing executive team, and then an executive team to include associate executive principals. Prior to the York conference it may be more productive to look at the wider team meeting with the board however with exams approaching they are remaining within the academies.

1.2 Apologies received from Julie Slater.

RESOLVED (1)

That apologies for absence be noted.

2. Declarations of Interest

RESOLVED (2)

Declarations of interest were noted for DE re any item on the UTC and for SH, AK and RP for any item in their respective academies.

3. Minutes of the Meeting held on 22 February 2016.

RESOLVED (3)

That the minutes were accepted as an agreed record.

4. Matters Arising from the Minutes of the Extraordinary Meeting held on 8 March 2016

To be discussed separately.

5. Matters Arising from the Minutes

- 5.1 Item 6 KB explained that she is still in discussions with Wrigleys and audits of existing terms and conditions are taking place. A tender for the cost of a job evaluation scheme and the estimated cost of the implementation would be reported to the Board prior to any further works. Final implementation was targeted for September 2017.

SMW explained the negotiations on the CIF application; £360k approved for the roof at Redcar and OGAT will appeal for the money for the work to comply with fire regulations. The DfE have assured OGAT that a letter would be coming out in regards to OAR but this has not been received as yet.

DE stated that he had received two letters of complaint within the last two months which had been referred to academy level following the complaints procedure. DE requested that a standard response letter be created for LAC Chairs who receive letters bypassing the system. DE also enquired whether a record of the number of complaints received is kept. KB stated she would be informed when a complaint reaches stage 3 but not before however will request that Business Managers include this on their KPIs.

RT informed everyone of a recent response from the EFA to a parent who had raised a complaint with them stating that OGAT were not considering their complaint as it was over three months old. The EFA responded stating that they were satisfied that OGAT had followed its own complaints procedure correctly which clearly states that it will only consider complaints under three months old.

DE queried a password protected area of the website. KB stated that this work would fall to EB whose main focus has been on Praising Stars© however thanks to board approval, as of Monday, TC was appointed as Software Engineer bringing extra capacity to look at this.

6. Dashboards

6.1 Secondary Student Outcomes

DE enquired about the layout of the data on the dashboards. MO stated that the columns up to and including Ebacc were statutory reporting requirements. The other columns contain

data that is no longer required for statutory collection but what OGAT still find important. DE said he would like to see comparison on the previous year, KB stated that the red, amber, green system was used to show this; red would show a drop on the previous year.

MO explained that by next August 5A*-C including English and maths would not be a DfE performance measure so would be worth looking at what higher education providers are doing. RT commented that different providers were already requesting different requirements. Discussion was had around reporting to parents as the general public would not understand attainment 8 – English and maths combined was suggested.

The dashboards were discussed in more detail.

Progress 8 is showing two minus figures; Redcar is focussing on English and maths to help the current year 11 obtain the best further education chances. NLE contract still progressing. OAN is no longer expected to be negative, all HODs except one have changed since January, KB has done two restructures and management interventions. DE stated he would be interested to know the cost of staff movement, KB stated that compromise agreements are shown in the accounts.

KB and MO met with Lord Knight with a focus on a subscription base for advertising with the TES.

RT explained he had some concerns around English and maths in OAB; they are predicting 70% compared to achieving 73% last year however RT feels this will move to around 80% combined. No concerns elsewhere.

Discussion was had on how data is interpreted to the Board through this meeting. Moving forward, once local academy councils have their terms of reference, they will discuss the data in more detail through their papers to the Board.

6.2. Primary Dashboard

LW explained that as the SATs were new tests this year there was no standard however it would be the equivalent to a 4b. Projecting OPALG 86%, OPAK 82%, OPALL 82%.

Darfield and Littleworth Grange have been added to the dashboard but it has been confirmed that the figures this year will not be ours.

DE commented it was good to see a lot of green on the dashboard and asked LW how other primary schools are finding the changes. LW stated there was a lack of clarity and an excuse culture in other primary schools and some are worrying that it appears harder than expected. ARC and Reach have similar expectations and understanding as OGAT.

OPAD and OPALGr year 5 are into the RAG and focussing on them for next year's results. Lead Teachers are deployed in the Wakefield primaries and will not be moved prior to SATs, once completed they would then be deployed to working with next year's year 6 teachers in Barnsley. The Barnsley schools currently have rank 99 targets but LW is setting targets for next year at rank 20 which looks achievable.

MO asked the Board if LW can include a paper on governance for the Barnsley academies for the next meeting. Previously there was no governance model other than a previously paid board. Looking to have one LAC working across both academies with Sue Silk leading. Sue has just been awarded the National Leader of Governance award and is the Chair of Governors at OPAK.

SH expressed that congratulations on behalf of the Board should be sent to Sue Silk.

Discussion was had around the number of accidents reported in the primary schools. KB explained that work was being undertaken with business managers on what is classed as a reportable accident.

6.3 Secondary Academy Context

KB to ask business managers to cross check pupil numbers with the Principal prior to reporting in KPIs as it was believed some may not be accurate and contain both first and second choices.

RT discussed Danum Academy, they are on a legacy of high bonus and low contact ratio, this will be dealt with through a restructure with a Christmas release. Bishopsgarth will be 0.78. OAO and OAB are legacy and the decision was taken to leave as a two year legacy. Bonuses are OAB 7.8, OAO 6.8 and OAR 11.

KB discussed the red for staffing. OAO are in a support staff restructure, OAC have recently had theirs approved. Need to look at OAF and the efficiency of staff working across OAF and OAB. The business manager at OAC is to work across OAC and OAN following the resignation at OAN. OAS have been double reporting safeguarding, OGA accident levels are high but should have been amber. OAB should have been the red but this appears to be down to how they have been recorded.

OAF reds are down to long term absences which are resolved through staff returning to work. OAP not particularly high but amber due to being higher than last year. KB confirmed that absence reporting does not include suspension absences or maternity.

KB explained the figures for OAO are slightly high but this was expected given the restructure process was underway and that is was not as high as expected under the circumstances. KB explained that support staffing costs at OAO were high due to learning managers being on approx. £30k due to the specification for the post requiring degree level. KB is exploring the option of a shared business manager across OAP and OAV.

MO discussed the need for a free school. This would be faced with competition from other schools within the Leeds boundary. Not confident that a free school is a solution; there are enough places across the borough and especially if an existing school is extended.

RESOLVED (4)

That the Board write to Sue Silk expressing congratulations on being awarded the National Leader of Governance.

7. Finance

7.1 March 2016 Month End Accounts and Forecast 2

No pre-opening grants have been received for OAO or the Barnsley academies. Bishopsgarth should receive £80k and the Barnsley academies should receive £50k each. Fast track conversions only receive a fast track grant however full conversions still receive SUGa and SUGb. No grants have been received for OAF however LM believes it should receive a fast track grant.

LM - received capacity grant (£1.4m) in March calendar month. Forecasts 1 was in December, forecast 2 end of March, Forecast 3 will be for June 16 Board Meeting.

Forecast 2 predicts £3.1m surplus vs £2.3m. Main variances: £250K extra revenue from BMBC for pre-conversion costs (levy and directors costs), £100K across OGSL mainly maths hub and teaching direct. Staff costs £100K lower and non-pay £200K lower.

LM said the overall picture looks good with a fairly balanced level of risk. Nervous around OAN, mainly due to large amount of staff turbulence and agency costs. There have been struggles to ascertain costs from the business manager who is now leaving this month. Costs at OAV have increased by £139k however teaching costs have reduced by £70k, OAV have had a lot of long term absence. KB stated she was not aware of this.

LM explained that OAV surplus has reduced due to high level intervention costs during the course of the year. SMW requested investigation into post 16 costs and the impact this has had. Lead teacher costs were discussed and the need to be mindful of them.

RT informed the Board that he has asked the LA to underwrite the redundancy costs for support staff at OABY and the response was that this was likely to be accepted.

AK enquired about the impact of sharing finance staff and business managers across academies and whether any risk assessments had been carried out to assess potential lack of performance due to working across multiple schools. KB confirmed that this model had only been used once previously and had been successful. In terms of risk assessment, we would only look towards competent people to carry out these roles and they would not be given two unestablished academies to work across. When schools have been taken on they had had little or no support and now benefit from the network of staff across the Trust and will also be supported by the new appointment of the Communications and Compliance Officer who will assist in quality assurance.

DE enquired as to how a regional structure would work in finance. SMW said it is about efficacy and we are not yet ready to go out to a regional structure. The next phase is for the organisation to look deeper into the details on finances and benchmarking.

SMW informed the board of the recent changes to funding for NPQs and the result being a cost of £3500 per course to OGAT. Discussion was had around moving towards TML and TSL training. There is a need to be clear on what the Board want in order to manage the organisation efficiently and maintain standards. MO explained pace and timing would be dictated by how quickly the newly appointed associate executive principals' develop as it is not suitable to rely on only the regional CEOs to deliver training. The associates need to be

more autonomous as it is not expected for RT to retain the Doncaster region for longer than 36 months.

RT gave his update on item 8.5 and left the meeting.

DE enquired about OGSL and the income and staffing costs from the maths hub. SMW informed the Board that the surplus had been higher than anticipated due to less being spent on consultancy costs amongst other things.

RESOLVED (5)

The Board received and noted the budgets.

8. OGAT Group

8.1 EU Referendum – Primary Academy Closure

LW informed the Board that Ledger Lane, Kirkhamgate and Darfield had been selected as polling stations for the elections in May. The academies have no choice but to accept and given that closure days have already been allocated due to the EU Referendum not being planned for this year originally, requested the Board approve an additional closure day. Staff hours would be used for training. MO asked LW to ensure that a detailed explanation of the reason for closure was given to parents.

8.2 Careers Inc. Contract

RP discussed his intention to write to 150 employers in the Tees Valley to ask whether an employee, similar in age to our students and highly regarded can give one hour, four times a year to undertake careers activities with our students. This would be targeted at this years' year 8 and 9 which would then become next years' year 9 and 10. DE said he would like the methodology to be approved by SMW.

MO talked about the Cutlers Group and Learn Sheffield who have targeted vulnerable children and are showing significant improvement. These programmes are being extended in the Sheffield region and may incorporate Rotherham and Doncaster. MO said it would be useful to look at what they have reported on as a benchmarking exercise.

RESOLVED (6)

(a) That the Board approve an additional closure day for Ledger Lane, Kirkhamgate and Darfield due to the additional Election Day.

JS joined the meeting.

8.3 Policy Updates

KB informed the Board of typographical updates to the Behaviour Policy which had been picked up by Andrea Beckett at OGA.

The Estates Policy has been written in response to internal audit recommendation. The policy gives overarching responsibility and contains a weekly checklist for business managers.

RESOLVED (7)

That amendments to the behaviour policy are accepted and the estates policy is received and to be ratified at the next meeting.

8.4 Capital Projects Team

SMW discussed the number of capital projects across the Trust and the need for a sharper tender process and controls in order to deliver on time, in budget and to a good quality. Projects include extensive building work to OAR, OPAK and OPALL.

MO requested that the chair of the OGAT board become the chair of the capital projects team which would consist of SMW, MO, KB and LM. KB said the group could not be a sub-committee.

Further discussion was had and all Board members stated that they would be happy to contribute to the team should they be required at any point.

JS informed the Board that Brumby Juniors in Scunthorpe had recently completed a primary school new build and had extended an invitation for OGAT to visit should they wish.

RESOLVED (8)

That a Capital Project Group be created with DE as Chair. Relevant Board members would be invited as discussions addressed their associated academies.

8.5 Bishopsgarth Due Diligence

RT discussed the due diligence at Bishopsgarth, a full report was distributed with the Board papers. RT informed the Board that nothing had been found that was different from previous due diligences and stated there was nothing that should worry the Board in terms of education. The two main risks were capital costs around asbestos, windows and what we would do about the inherited liability of a restructure and costs.

RT has had several conversations with the Head of Children's Services. There is a rolling programme for the removal of asbestos in the main building proceeding with £160k worth of work prior to conversion. There will be one block remaining that contains asbestos which will need to be assessed but is deemed low risk. There is also a commitment of £30k capital to replace windows.

RT and PS have put together the curriculum for September 2016. The Governors of the school were exploring a restructure. The LA have agreed to underwrite costs for 9 teaching staff and two VPs. There will be an approximate saving of £500k per annum. The existing Principal has taken a job in America and will leave on 31st May. It is proposed to enter into an NLE contract at cost until conversion with the Principal salary being charged to the school.

RT stated there was no financial risk; forecasts predict that in three years' time, Bishopsgarth would be looking at a £1m cumulative surplus and low risk for asbestos.

RT stated that the governing body at Bishopsgarth had concerns that although they have passed a resolution to join OGAT, they haven't been informed whether or not they have been accepted. SMW recommended to the Board that OGAT agree to sponsor Bishopsgarth, MO agreed. RP declared an interest.

RESOLVED (9)

The Board approved the sponsorship of Bishopsgarth with effect from 1 September 2016.

8.6 OGAT Board Terms of Reference

DE acknowledge receipt and provisionally accepted in principle.

MO said the executive board need to determine what their terms of reference will be. From September the executive board will be the current executive team and the new executive team will include the executive board and Associate Executive Principals. Local Academy Council terms of reference will be looked at during the July conference. Discussion was had about a possibly meeting of Chairs prior to the conference.

RESOLVED (10)

That the Board agreed to accept in principle subject to further formal analysis and discussion.

9. Local Academy Councils

9.1 Outwood Grange Academy Minutes 26.11.15

OGA have requested that KR be appointed as a sponsor member be recommended to the Board for approval. This request had not gone through the correct channels via KB.

RESOLVED (11)

That the appointment is approved by the Board subject to KB's processed being followed.

9.2 Outwood Academy Ripon Minutes 21.01.16

OAR query on the Behaviour Policy is resolved in item 8.3.

RESOLVED (12)

That the Behaviour Policy has been updated.

10. Items Not For Publication

RESOLVED (13)

Any items relating to individual staff would be considered confidential.

11. AOB

Two letters of congratulations have been received from Nick Gibb MP, congratulating OAP and OGA on the high standard of achievement in the 2015 GCSEs.

LL informed the Board that there will be a performing arts event on Monday 1th July at OGA at 6.00pm. There is also a board meeting scheduled for this day.

LM informed the board that the new living wage costs had been implemented from 1st April 2016. The cost to the Trust is approx. £12k

12. Date and Time of next meeting

RESOLVED (14)

That the next meeting of the Board be held on Monday 23 May 2016, 1pm, Outwood Grange Academy.

Signed

Dated
