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MINUTES OF OUTWOOD GRANGE ACADEMIES TRUST

Minutes of Outwood Grange Academies Trust Board of Directors' Meeting held at Outwood Grange Academy on 14 November 2016 at 1pm

**Present:**

David Earnshaw	(DE)	Director (Chair)
Roland Harden	(RH)	Director
Andrew Kent	(AK)	Director
Sue Hague	(SH)	Director
Martyn Oliver	(MO)	Director (Chief Executive)

**In Attendance:**

Katy Bradford	(KB)	Chief Operating Officer
Andrea Wooffindin	(AW)	Group Accountant (for item 9)
Rob Tarn	(RT)	Regional Chief Executive
Lisa Lewis	(LL)	Director of Executive Services
Paul Sorby	(PS)	Director of Curriculum and Assistant Principal (for item 3)
Emma Rennison	(ER)	Director of OIE (for item 8)
Laura Calton	(LC)	Clerk

**1. Notice/Quorum/Apologies**

1.1 Apologies were received from RP and LW.

*RESOLVED (1)*

That the above apologies be noted.

**2. Declarations of Interest**

KB asked Directors to send any outstanding declarations of interest to LC as a matter of urgency.

*RESOLVED (2)*

That outstanding declarations of interest would be submitted to LC by the end of the day.

### **3. Demonstration of Curriculum Led Financial Planning (CLFP) – PS**

3.1 PS, Director of Curriculum and Assistant Principal was welcomed to the meeting.

PS gave a brief overview of the CLFPs and distributed a sheet titled *OGA: Staff deployment analysis*. PS explained that this document is used as a demonstration of the CLFP and in training on the use of the management plan.

Two key metrics of the plan are the curriculum bonus which measures periods and should be 8% or less and the contact ratio which is set at 0.79 determines that 79% of teaching staff are teaching. PS explained that for a given number of pupils, if all class sizes were 27, the curriculum bonus would be 0%. However, smaller class sizes are required particularly in DT for health and safety reasons or option classes to offer better support.

DE enquired whether this model was replicated in the primary academies. PS said that year groups of 150 are a good number in primary academies as this is divisible by 25 and better allows for smaller class sizes.

PS explained that data capture pro-formas had been created to allow OGAT to work on a CLFP before going into a school. DE asked whether academies would not be taken on based on the issues highlighted with the health checks. RT said the health checks highlight obvious solutions and there would be concerns if this did not present a solution.

PS demonstrated a worked example of the staff deployment analysis for OAN when OGAT first started working with them.

PS circulated a trust dashboard indicating staffing demand.

The OGAT board thanked PS for his presentation.

### **4. Minutes of the Meeting held on 26 September 2016.**

4.1 That resolution 15 be amended to read: The OGAT board requested a further paper from MO on the UTC for the next meeting with a recommendation on whether to end the UTC contract one year early with *students first* remaining the priority.

4.2 Resolution 16: KB confirmed that the formal involvement of the directors for the finance director interviews would take place on Tuesday 22 November 2016. DE and AK confirmed their availability.

4.3 That resolution 17 be amended to read: The OGAT board support the paper presented by the CEO regarding his views on the recent green paper.

4.4 Resolution 19: DE queried whether the academy council for OABi would be a joint one with another academy. KB confirmed no.

*RESOLVED (3)*

That the minutes be updated to reflect the above.

*RESOLVED (4)*

That DE and AK will form part of the interview process for the recruitment of a finance director on 22 November 2016.

**5. Minutes of the Executive Board Meeting held on 26.9.16**

*RESOLVED (5)*

That the minutes had been read and received by the OGAT board.

**Minutes of the Executive Board Meeting held on 7.11.16**

*RESOLVED (6)*

That the minutes had been read and received by the OGAT board.

**6. Matters arising from the minutes**

6.1 None

**7. CEO Update**

7.1 MO informed the board that the report will highlight the period of time that the report has covered.

7.2 MO said that at the next board meeting he would like to discuss FFT, RaiseOnline and performance measures. MO requested that directors give thought to where they felt their own professional development needs were to enable a productive session.

7.3 A temporary appointment has been made to the senior MFL director post.

7.4 Further to page 25 regarding the chairs meeting; JS requested that governor training be added to the agenda further to requests already made.

**7.5 OAC Ofsted**

7.5.1 OAC had been subject to a Section 5 inspection and received a good judgement in all areas except personal development, behaviour and welfare where it was judged requires improvement; this resulted in the overall effectiveness of the academy being Requires Improvement.

7.5.2 There were some significant issues that the academy were unable to justify due to a lack of data. Historical issues with changes to the MIS had also contributed. DE asked what had caused the issue and how it can be avoided in the future.

7.5.3 MO confirmed that all academies across the trust were now on SIMS enabling the ICT and data teams to manage them more effectively. KB added that the trust data team will run data checks on any academies that are vulnerable to an inspection. As a result, the principal has undergone rigorous performance management with specific areas for improvement.

7.5.4 Inspectors would only consider data post 2014 and not improvements that were made as part of the NLE contract; under the NLE contract OGAT improved attendance from 60% to 90%, also identifying the illegal use of B codes and increased results by 28%. MO explained that when a LA maintained school becomes an academy, they change their Unique Reference Number (URN) as the predecessors school closes and the academy opens. Where academies change sponsor e.g. OAO and OAF they do not change their URN. When a school receives a new URN they do not receive an Ofsted inspection for 3 years whereas retaining the URN means they remain in the cycle they are currently in. The law has now changed and the trust will have the choice to retain a URN whether it is a LA maintained school or an academy.

## 7.6 **Appendix 1 2016 DfE tables**

MO gave context to the tables: The data has been RAGGED against national data. Where attainment 8 has been highlighted as red; the APS on entry needs to be considered. OAP is the 8<sup>th</sup> highest performing school in England. OAAc's Progress 8 score places it the 2<sup>nd</sup> highest for progress. A similar 55 schools data chart will be presented at the next meeting.

MO explained that the ebacc is a collection of qualifications; grade C or higher in English, maths, modern foreign language or ancient modern language, either geography or history and two sciences. The new grading system means that English and maths will now be a five not a C and students are required to achieve level five in all subjects. The new grade five is the equivalent to the top of a C / bottom of a B in fine grading which could result in the country dropping 20% in results. MO said that OGAT are in a better position than most with their understanding of the new grading system, however there is significant challenges regarding ebacc with the legacy curriculum being a contributing factor in some cases.

DE queried whether the board had been misled previously regarding ebacc routes. It was agreed that the steer at that time was correct as it was not then a measure. JS added that at Independent Advice and Guidance (IAG) meetings, parents/carers and students are always advised to not close doors for themselves.

MO said that Careers Inc. have produced a dashboard that will be circulated at the next meeting. KB added that pre-qualification questionnaires were due in at the end of the week for the careers tender and there have been four applications so far.

## 7.7 **Appendix 2 OGAT development plan**

7.7.1 MO requested feedback from the OGAT board on the draft trust development plan. MO proposed that it be taken the chairs and vice chairs meeting on 28 November 2016, chaired by DE with the focus that it will be then transformed into a full plan.

## 7.8 **Appendix 3 OGAT structure**

7.8.1 MO proposed a move from the regional CEO role to a chief executive principal secondary and chief executive principal primary. A virtual department titled Organisational Development will also be the umbrella for finance, operations and standards and workforce planning will feed into the OIE.

## 7.9 **Appendix 4 subject director's structure**

7.9.1 Associate directors have a different job description to directors however in terms of actual deployments, some are doing the same role which presents issues with performance management.

7.9.2 Previously, growth outstripped demand within the trust and associate directors received automatic promotion to a director after two years. This is no longer the case and going forward, director and associate director ratios will be determined by the number of academies.

## 7.10 **Appendix 5 secondary standards structure.**

MO said the secondary structure was a plan for moving forward. KB added that the structure also indicated capacity for future schools.

## 7.11 **Appendix 6 OIE report**

7.11.1 Emma Rennison, Executive Director of the OIE and previously a member of the English department at OGA joined the meeting to talk through the OIE report. ER also assisted in writing the bid for teaching school status.

7.11.2 ER said that last year was a fantastic year for the OIE. The National College is diminishing however that was better for the OIE. The aim is for the OIE to be self-funding; generating income to gift aid for restricted funds. Gift aided this year £263k largely due to restructure led by JS and a streamlining of expenditure surrounding events. £592k in total has been gift aided over 4 years. License holder for NPQs; this is the last year for them and a new bid will be in process. 50 staff were able to attend the course for free saving the trust £40k. Lots of ways help the trust – transforming middle leaders programme, 30 transforming senior leaders. Facilitate CPD for directors.

7.11.3 The OIE is audited by Saffrey Champness, the National College own internal audit, collaborative fund audit and a deep dive by DfE.

7.11.4 The OIE is taking on bigger projects now; smaller teaching schools take on smaller projects. Requests for support for other MATs is daily; for example Coventry University have requested information on how to set up a trust; directed them to the MAT event – four per year run by SMW.

7.11.5 66 teachers have been trained under the OGAT name; 64 have secured employment; one went travelling and one moved to Ireland. 24 of those are within the trust.

7.11.6 Maths hub – grant funded, tight on how funds can be spent. Last year brought in £211k, funded Kathryn Greenhalgh to run it for one day. DfE putting in £300k for this year, they have said they will fund it for 3 years. Not sustainable beyond that time – other grants are being cut.

7.11.7 ER said that going forward there will be a relook at the focus for the OIE and ensuring the needs of the trust are being met. Key areas going forward is to recruit, retain and develop.

7.11.8 DE asked if OGAT are allowed to have more than one SCITT. ER said they can however it may not be financially viable. OGAT could apply for SCITT status to become the legal entity. The TES do it online so OGAT could have virtual hubs (bases in OAAc / OGA / Worksop / Doncaster). It would be 6 months to write an application to get it through. 2017-18 would deliver to Sheffield Hallam trainees whilst recruiting to our own trainees and then in 2018-19, deliver our own programme. As a SCITT, OGAT can only provide QTS would need a partner for PGCE.

#### 7.12 **Appendix 7 transforming teaching and learning and leadership pathway.**

7.12.1 The OIE aim is to develop the trust. Pathways on pages 38, 39, 40 allow people joining the trust to see the professional development they would require to follow their career path. Applications have been received of which 9 are ex-students.

#### 7.13 **Appendix 8 new staff induction**

7.13.1 ER said that new staff induction is currently done in individual academies; the OIE are looking to do this centrally.

#### 7.14 **Appendix 9 OIE development plan**

7.14.1 The NPQ license is currently changing and ends in September 2017; rather than a licensed provision, going forward it will be accredited. The DfE have been working on a new suite of qualifications.

7.14.2 There are 153 vacancies in school direct, of those there is a target to recruit 80. 76 applications have been received however these are predominantly primary.

7.14.3 69 NQTs are registered across the trust. Directors are hosting subject days and LW is hosting primary days.

7.14.4 OGA, OAP, OPAK and now OAA and OAR have teaching status. The criteria has changed which means OAAc and OAF now meet the criteria which if successful would mean OGAT has a designate teaching school within each region.

#### 7.15 **Appendix 10 Letter from Peter Lauener, EFA**

7.15.1 MO said it is important that both letters are received by the OGAT board and that SH and RP as part of the audit committee should bear the content in mind in regards to what the trust is doing.

## 7.16 **Appendix 11 Letter from Lord Nash**

### 7.17 **Easingwold**

MO informed the OGAT board that he would like to carry out a due diligence of Easingwold School with a view to run an NLE contract with possible sponsorship in September 2017. A Section 5 in September resulted in Special Measures on results of 65%. Previous inspections were 2004 Good, 2009 Satisfactory, 2012 Requires Improvement, 2014 Requires Improvement resulting in the 2016 category of Special Measure. The school is twenty to twenty five minutes from OAR.

965 on role. 28.2 point score on entry last year; this year is 29.9. 40-50% ebacc. Would bring OGAT a quarter of a million for its 5% levy. Maths is dreadful; still teaching primary school maths in year 9. The building condition is not good. The Regional Schools Commissioner has passed a directed academy order that OGAT are the preferred sponsor.

Finances indicate a £2.2m deficit if nothing was done. Initial health checks indicate a redundancy requirement of 10FTE teachers equalling over a £436k saving and would bring it to a £200k surplus.

DE asked if the board is able to give authority to the chair under the condition that the due diligence is approved and reaches a level of commitment under capital and human issues that OGAT will run an NLE contract to 31<sup>st</sup> August 2017 and sponsor for 1 September 2017.

DE enquired who would staff it from the executive board. MO said he would like each associate executive principal to work across one LA; Lynn James would be the perfect match for Easingwold to drive the focus on teaching and learning. Lynn would then work across OAR, Easingwold and also Bishopsgarth. Mark Hassack would have responsibility for OAO and OAAc. Andrew Wappat across OABY and Redcar and Phil Smith working across Worksop and Chesterfield.

KB distributed the proposal for the sponsorship of Easingwold School requesting that the OGAT board agree to an NLE contract. A due diligence has been arranged for 15 November 2016. KB said there would be a second paper to fully support the sponsorship if necessary.

#### *RESOLVED (6)*

That the content of the letters from Peter Lauener and Lord Nash have been fully considered and the importance has been noted.

#### *RESOLVED (7)*

That the OGAT board approve that the executive board can enter into an NLE contract which recommends OGAT proceeds to a due diligence and on the basis of a satisfactory outcome, the board approves the movement to a sponsorship.

## **8. Dashboards**

### **8.1 Outcomes dashboard KS4**

DE asked what makes Progress 8 fall into the red. It was confirmed this would be anything that is minus.

Page 57 indicates what happened in the primary sector; two years ago the national pass rate was upper 70's, last year this dropped to 53% due to an increase in standards. All OGAT primaries are above national average including Barnsley.

## 8.2 KPI dashboard KS4

KB said that staffing ratios had not yet been recalculated; mainly because of on-going restructures therefore the figures shown are as at the end of last year.

KB said that attendance had been added to ensure that the OGAT board are able to benchmark against national.

Mark Hassack has updated the behaviour policy and produced a dashboard which measures fixed and permanent exclusions which once completed will also feed into the data dashboard for the trust.

## 9. Finance Items

### 9.1 Management accounts – September 2016 month end

Further to a request from DE, AW gave the budgeted mileage figures across the trust which are just below £406k with £240k at trust level. OAAc are £40k, OAO £20k. RT added that in 2013 there was only one school in Teesside and costs have now reduced. KB checks new director claims in detail until they are ofay with the process to ensure accuracy.

Further to the request from DE to look at the best possible accounts for OGAT's money. AW said that the current interest rate with NatWest is 0.01% and Lloyds are offering 0.5%.

As at end of September the accounts are better than budget by £189k. This is due to a combination of more income than budgeted, less staffing costs and less other costs. £80k opening grant for OAD has been received and this was only budgeted as £20k for OAD and £25k for OABi. AW explained that budgets for fast track conversion are set at the worst case scenario. Catering sales continue to rise. Staffing costs under budget; this is common at the start of the year. Performance management increments go on at the end of October and is backdated to September.

DE asked AW what the biggest concerns about the accounts are at the moment. AW said it was the uncertainty of funding in coming years.

DE thanked AW for her update.

*RESOLVED (8)*

That the OGAT board formally approve the move of monies from NatWest to Lloyds.

## 9.2 **Appendix 1 capital summary**

KB said that Gleeds have been appointed as OGAT's project lead via the Perfect Circle consortium. In addition, OGAT have also approached Kier through the scape project and engaged them to look at the OPALL project. Kier have experience in extensions to primaries. OPAK are also working with Gleeds to look at feasibility.

KB informed the OGAT board that Andrew Alsbury has been offered, and accepted, a new role from January 2017 as the COO of the new royal chartered college of teaching. KB has no recommendation yet regarding the way forward but is exploring a number of options. OGAT have requested via Lord Nash, a link within the EFA for capital projects.

## 10. **Group Items**

### 10.1 **Capital Update**

*RESOLVED (9)*

That the briefing papers for OAAc, OAD and Redcar Academy were received and the content noted.

### 10.2 **Policy Updates**

*RESOLVED (10)*

That the board approves the following policies for immediate adoption by all academies:

Health and Safety policy

Shared Parental Leave

Support Staff Performance Management

### 10.3 **Performance management recommendations**

Page 77 indicates the financial and human resource implications demonstrating the rigorous performance management process. The list is presented to the OGAT board as the scheme of delegation dictates that that salary increases over £55k are to be signed off by the OGAT board.

KB stated that the amount budgeted for is £150k however this recommendation is £50k.

*RESOLVED (11)*

The OGAT board approve the recommendations for performance management increases.

### 10.4 **UTC board report**

*RESOLVED (12)*

The OGAT board unanimously approve that the CEO writes to the Humber UTC Chair invoking the contract under clause B4.4 terminating OGAT's involvement on 31 August 2017 and also

writes to the Principal of North Lindsey FE College ending the sub-contract relationship under sub-contract clause 13.1.3 and predominantly 13.2.4 on 31 August 2017.

**11. Academy Councils**

**11.1 Outwood Grange Academy**

*RESOLVED (13)*

The OGAT board approve the appointment of RH as sponsor governor and Chair.

**11.2 Outwood Academy Bydales**

*RESOLVED (14)*

The OGAT board approves the appointment of Paul Binns as sponsor governor.

**11.3 Outwood Primary Academy Darfield and Outwood Primary Academy Littleworth Grange joint academy council**

*RESOLVED (15)*

The OGAT board approve the formation of a joint academy council.

**11.4 Academy Council minutes**

KB said that as a result of a training session with the clerks which explained the importance of issuing the minutes to the OGAT board and in the requested format; this has resulted in an increase of minutes received for the meeting.

KB proposed that minutes are not tabled going forward providing there are no recommendations for the OGAT board to consider but would instead be uploaded to the OCloud

*RESOLVED (16)*

That future board papers will not contain academy council minutes unless there are recommendations for the directors to consider. This will instead be uploaded to the OCloud.

**12. Items Not For Publication**

*RESOLVED (17)*

Any items relating to individual staff would be considered confidential.

**9. Date and Time of next meeting**

*RESOLVED (18)*

That the next meeting of the Board will be held on Monday 16 January 2016 and will be held at Outwood Grange Academy.

**Signed**

**Dated**