

Minutes

Board meeting

27 February 2025

Time and venue

3pm, Coram Campus

Date

27 February 2025

Attendees

Board/committee member

Ian Bauckham CBE	IB	Chair
Hardip Begol	HB	
Cassie Buchanan	CB	
Henry de Zoete	HdZ	
Annie Gardner	AG	
Sean Harford	SH	
Conor Ryan	CR	
Matt Hood	MH	Chief Executive

Oak National Academy

Jonathan Dando	JD	School Support and External Relations Director
Will Gayne	WG	Head of Product Strategy
Tom Rose	TR	Education Director
John Roberts	JR	Product and Engineering Director
Rosie Bennett	RB	Head of External Relations
Ellie Ball	EIB	Board Secretary

Observers

Jenny Oldroyd	JO	Department for Education
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Apologies

Emma Beatty	EB	Operations Director
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1. Welcome, apologies and declarations

- 1.1. Attendees were welcomed to the meeting by the Board Chair, noting apologies from Emma Beatty
- 1.2. There were no declarations of interest to declare beyond those already recorded in the register.

2. Minutes, matters arising and electronic decisions taken between meetings

- 2.1. Minutes from the previous Board meeting held on 17 October 2024 were reviewed with agreement from the Board to approve

DECISION: Minutes from the Board meeting on 17/10/24 were approved.

- 2.2. Electronic decisions taken between 17th October 2024 and 20th February 2025 were reviewed and it was agreed that these decisions were to be ratified.

DECISION: Electronic decisions taken between meetings were ratified.

3. CEO update

- 3.1. MH introduced the paper, giving an update on ongoing budget negotiations, noting the reduction in budget and impact that will have on the team, particularly noting the reduced programme budget could impact lesson improvement capacity.
- 3.2. The Board discussed the positive developments in relationships with Ministers and senior officials, thanking JO for her support in this area.
- 3.3. The team discussed the ongoing handover process between MH and JR.
- 3.4. The Board reviewed the team's performance against the KRs for the previous OKR period. Members discussed the login KR noting that whilst the metric was missed the KR a lot was learned in the process about the effect of logins on teacher use.
- 3.5. The Board recognised the success of the outreach KR, noting that it's been a useful exercise to get the Oak team in front of teachers face-to-face. They discussed the importance of maximising the impact of smaller visits through social media
- 3.6. The Board discussed potential opportunities related to the upcoming CAR to help reposition Oak and move away from legacy perceptions as a pandemic product

ACTION: Oak to share the 2025-26 budget with the Board when agreed

4. Future Oak strategy, policy and funding

- 4.1. RB provided an overview of the paper and the strategic context, noting there are multiple moving parts with an indicative (but evolving) timeline.

- 4.2. The Committee discussed the upcoming MIA report, Independent Review and Interim CAR report—all feeding into DfE policy and the 2026–29 Spending Review (SR).
- 4.3. RB confirmed that strategic planning will commence after topline Secretary of State input but before full budget clarity
- 4.4. The Board discussed the potential upcoming ‘repositioning moment’ in the Autumn with a new Chair and CEO. They noted that ministerial buy-in critical, though the fiscal context remains challenging.
- 4.5. The Board noted existing restrictions to Oak’s remit, including CPD, assessment and KS5 and international markets.
- 4.6. Members discussed partnerships and relationships with organisations who have requested Oak’s API key.

[RB left the meeting at 16.03]

Break - 16.05 - 16.10

5. FARC report

- 5.1. SH shared key points including:
 - 5.1.1. Delayed budget settlement.
 - 5.1.2. Changes in internal audit approach.
 - 5.1.3. Progress on functional standards, including the fraud action plan.

6. RemCo report

- 6.1. IB shared key points including:
 - 6.1.1. Team morale and culture remain strong.
 - 6.1.2. Staff turnover at 12%, below sector benchmarks.
 - 6.1.3. Gender pay gap between 16–20%, driven by overrepresentation of women in lower-paid roles.
 - 6.1.4. Team planning for 2026-29 SR settlement

7. Curriculum report

- 7.1. TR shared key points, including:
 - 7.1.1. Initial concerns about partner pace addressed; now over 30% of lessons produced.
 - 7.1.2. Target is to release 30% of lessons by end of March.
 - 7.1.3. Block on release of RSHE (2% of lessons) slightly affects progress, but issues are being resolved.
 - 7.1.4. Supportive interventions are in place with partners.

8. Product report

- 8.1. WG shared key points, including:
 - 8.1.1. Strong collaboration with the Product Committee
 - 8.1.2. Aila now live for a full term with no moderation or safety issues.
 - 8.1.3. First research paper published with MIT.
 - 8.1.4. Strong user growth

9. AoB

- 9.1. The Board formally thanked MH for his leadership and contribution during his tenure as CEO.

[The meeting ended at 16.45]