

Board minutes

8 June 2023

Minutes

Board meeting

Time and venue

16.00 - Coram Campus

Date

8 June 2023

Attendees

Board/committee member

Ian Bauckham CBE	IB	Chair
Sean Harford	SH	
Cassie Buchanan	CB	
Ramender Crompton	RB	
Henry de Zoete	HdZ	
Louise Kirby	LK	
Matt Hood	MH	
Emma Beatty	EB	

Oak National Academy

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

Observers

Stuart Miller	SM	Department for Education
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1. Welcome, apologies and declarations

- 1.1. Attendees were welcomed to the meeting by the Chair. No apologies were recorded.
- 1.2. Henry de Zoete recorded a new declaration of interest related to his position as Advisor to the Prime Minister and Deputy Prime Minister on AI

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

- 2.1. Minutes from the previous Board meeting held on 23 February were reviewed with agreement from the Board to approve.

DECISION: Minutes from the Board meeting 23/02/23 were approved.

- 1.1. Electronic decisions taken between 23rd February 2023 and 8th June 2023 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. The Board reviewed the CEO update noting important current projects, successes and potential areas of risk and impact on the Oak team.
- 3.2. The Board reviewed the final position for the March 2023 - June 2023 OKR period, noting successes in the KR's rated 'Achieved' and 'Near Miss'. Members discussed the reasons behind the missed KR: 'Usage of our new beta product is increasing week on week'. The Board noted that a number of decisions were made to avoid creating technical debt which delayed the launch of the product. Oak confirmed that this metric will continue to be measured in the next OKR period.
- 3.3. The Board considered the proposed OKRs for June - October 2023 period.
- 3.4. The Board noted successes in recent recruitment

4. FARC report

- 4.1. EB introduced the report, highlighting important areas of discussion.
- 4.2. The Board noted the improvement in Finance processes since the previous meeting.
- 4.3. EB highlighted the results of the first internal audit from GIAA, noting actions in relation to the risk management framework. The Board noted future audits and the focus on compliance and controls.
- 4.4. Internal Audit report shared more widely with Board

5. Remuneration & HR Committee report

- 5.1. EB introduced the report, highlighting important areas of discussion.
- 5.2. The Board noted that three Rem & HR Co meetings have been held since the previous Board meeting. It was confirmed that issues around pay disparity with

members of the team outside the business case and the non-consolidated pay award had been resolved.

6. Curriculum Committee

- 6.1. TR introduced the report, highlighting important areas of discussion.
- 6.2. The Board discussed the progress of the cycle 1 full curriculum package development, noting that progress is on track with minor exceptions. The Board discussed the nature of the feedback received from expert groups.
- 6.3. The Board discussed ongoing complexities with securing third party copyright agreements, noting that this issue has been escalated to the Department for Education and that Oak are seeking further legal advice.
- 6.4. The Board noted recent success of recruitment into the Education team, including the appointment of new subject leads.
- 6.5. The Board discussed the approach to launching new products in Autumn 2023, highlighting the importance of shifting perceptions of Oak and being clear on when materials will be released. Oak confirmed a comms plan is in place to support the launch.

ACTION: TR to share high-level summary of the type of feedback received from expert groups.

ACTION: JD to showcase comms plan to Board

7. Product

- 7.1. JR introduced the report, highlighting important areas of discussion.
- 7.2. The Board discussed user growth noting that this should be an area of focus for Oak in future OKR periods. Oak confirmed that whilst building the product has been the focus to date, growth will be a priority going forward.

ACTION: Oak to outline growth plan to discuss at the next Product committee meeting

8. AI update

- 8.1. The Board reviewed the AI update paper and showcase and discussed the recommendation
- 8.2. The Board noted that the AI project falls outside of commitments in the annual plan and strategy and that additional resources are needed to run this project alongside current OKRs.
- 8.3. The Board noted that Oak is uniquely positioned to be at the forefront of AI developments, and emphasised the need to move quickly to maximise impact. SM confirmed that there is appetite at the Department for Education for this work to go ahead.
- 8.4. The Board recommended Oak launch a prototype AI product to users as quickly as possible and to keep initial costs for this prototype product as low as possible, whilst ensuring that any work does not distract from lesson production as the priority.

DECISION: The Board agreed, subject to identifying the necessary resources, to the exploration, and potential implementation, of AI in Oak’s production process, with human review of all outputs.

ACTION: Oak to present full proposal for stage one of the AI project to the Board when ready

9. AOB

9.1. Verbal update on the Judicial Review.

[The meeting ended at 18:29]