

## Minutes of School Improvement Sub-Committee meeting

Date:	22 June 2023	Time:	09:30 – 11:30
Location:	Teams	Clerk:	Emma Shaw-Bishop (Clerk)
Present:	Janet Renou, Committee Chair and Trustee Julius Weinberg, Chair of Trustees Peter Komolafe, Adviser Karen Bramwell, Trustee Nick Hudson, Trustee and CEO		
In attendance:	Rob Pritchard, National Director of Education Sunita Yardley-Patel, Head of Governance		
Guests:	Wasim Butt, Director of AP and Special Academies Rebecca Bierton, Director of Primary Paula Jones, Director of Secondary Jane Nolan, Director of Inclusion		
Apologies:	Peter Murray, Founding Chair, Ormiston Trust		

	Item	Action
1.	<b>Welcome and apologies</b>	
	The Chair welcomed everyone to the meeting and confirmed apologies received from Peter Murray.  The Chair welcomed Peter Komolafe to the meeting. Peter will be joining the meetings in an advisory role to Trustees.	
2.	<b>Review of minutes and actions from meeting 9 February 2023.</b>	
	Minutes from the meeting held 9 February 2023 were reviewed and agreed to be a true and accurate record of the meeting.  Actions from the previous meeting were reviewed and items closed.	
3	<b>NDE Update</b>	
	The National Director of Education's report was distributed ahead of the meeting for information and review and therefore taken as read.  The National Director of Education highlighted key points within the report including the impact of structural changes within the education team, the structure for 2023, Ofsted visits and outcomes, and LP support and the mechanism to determine how support will be distributed across the trust.	

	<p><b>Questions / Comments</b></p> <p><b>The National Director of Education suggested that leads for Teaching and Learning (T&amp;L), Lead Practitioners (LP), and Enrichment be included in future meetings.</b></p> <p>Trustees approved the request.</p> <p>Action: Clerk to invite LP Lead to November meeting and note T&amp;L and Enrichment Leads for future meetings.</p> <p>The National Director of Education suggested the Lead Practitioner for Early Career Development be invited to the March meeting to provide an update on the NIoT.</p> <p>Action: Clerk to invite LP for Early Career Development to March meeting.</p> <p><b>The National Director of Education suggested collating the new RAG rated risk reports for primary, secondary and AP into one overarching document.</b></p> <p>Trustees agreed with this approach and asked for a summary to be produced across all three areas with a focus on risk.</p> <p><b><u>Growth</u></b></p> <p><b>The National Director of Education provided an overview of actions to date, Appendix 1, and requested Trustee approval to progress the request to the Board to continue to the next stage of detailed due diligence.</b></p> <p>Decision: Trustees approved the request, which will now be presented to the full board in July for final approval.</p>	<p>ESB</p> <p>ESB</p>
<p><b>4</b></p>	<p><b>Policy Approvals</b></p>	
	<p>The following policies were shared with Trustees ahead of the meeting for review and it was noted that each policy had been recommended for approval by the executive team, in line with the policy schedule.</p> <ul style="list-style-type: none"> <li>▪ Child Safety and Safeguarding Policy</li> <li>▪ Attendance Policy</li> <li>▪ SEND Policy</li> <li>▪ Supporting Pupils with Medical Needs Policy</li> </ul> <p>Decision: The committee approved the policies and recommended that these be put to the full board for final review and approval, with the exception of 'Supporting Pupils with Medical Needs Policy', which is marked as approved but does not require board approval.</p> <p>The Head of Governance confirmed that a review of the internal policy structure, especially timescales on policy review dates is to take place.</p>	
<p><b>5</b></p>	<p><b>Inclusion / SEND Update</b></p>	

	<p><i>Director of Inclusion joined the meeting.</i></p> <p>The presentation circulated ahead of the meeting served to provide an outline of priorities 2022-25 for each area of Inclusion, covering the risks and current actions and work taking place across Safeguarding, SEND, behaviour, attendance, mental health and EAL. The Director of Inclusion highlighted key points and responded to questions from Trustees.</p> <p><b>Questions / Comments</b></p> <p><b>Trustees acknowledged that both safeguarding and SEND needs are increasing nationally and across the schools within the trust. Is the increased demand for support placing pressure on capacity.</b></p> <p>The Director of Inclusion agreed that safeguarding and SEND needs are increasing. SEND within the trust has increased by 0.6% since 2022, which equates to 345 additional children and trust EHCP's are up by 0.2%, 105 children. This creates more pressure on staff within academies. OAT does lack capacity as needs continue to increase.</p> <p>Priority will be on staff retention and succession planning. Staff in academies are dealing with complex and detailed cases, which are only to increase, and the Trust and academies need to plan to ensure that provision is maintained.</p> <p><b>Trustees asked if best-practice was shared across academies to try and create a more preventative based approach.</b></p> <p>The Director of Inclusion confirmed that data is looked at strategically to try and look at prevention across the Trust. Best-practice is shared but there is always an element of response required within this area of work due to the nature of the role, but with more capacity the offer could be improved.</p> <p>The CEO suggested a review of the current structure of support and where it is directed geographically across the trust. There may be a more effective way to deliver support by focusing on schools located closely together. This would work better than trying to invest in resource to support a dispersed position.</p> <p><b>Trustees thanked the Director of Inclusion for providing such a thorough update.</b></p> <p><i>Director of Inclusion left the meeting.</i></p>	
<p><b>6</b></p>	<p><b>Spotlight – Alternative Provision</b></p>	
	<p><i>Director of AP and Special Academies joined the meeting.</i></p> <p>The presentation circulated ahead of the meeting served to provide an overview of the current strands of the OAT alternative provision (AP) offer within London, and how this will be further developed following the recent publication of the DfE SEND &amp; AP Improvement Plan in March 2023.</p> <p>Research into the long-term proposition for OAT within the wider London area was shared, alongside a suggested alternative focused on hospital provision, which would develop Local Authority relationships, reduce risk and build on the values of the Trust. The presentation also covered priorities for 2023-25, including short-term actions and an update to building work taking place at Ormiston Bridge and Courtyard.</p>	

	<p>The Director of AP also announced that OAT had secured £100K funding for a pilot secondary model in Westminster.</p> <p><b>Comments / Questions</b></p> <p><b>Trustees thanked the Director of AP and Special Academies for the comprehensive update, especially for the research into the long-term proposition for OAT and offering an alternative direction of travel. Trustees asked if more was known about hospital coverage within the LA.</b></p> <p>The Director of AP and Special Academies confirmed that within Kensington and Chelsea, there are 5 hospitals with 1 dedicated to pediatrics.</p> <p><b>Trustees suggested contacting Great Ormand Street to look at their model.</b></p> <p><i>Director of AP and Special Academies joined the meeting.</i></p>	
<p><b>7</b></p>	<p><b>Spotlight – Primary</b></p>	
	<p><i>The Director of Primary joined the meeting.</i></p> <p>The presentation circulated ahead of the meeting served to provide an outline of priorities for 2023-2025, including short-term actions across primary. Trustees were provided with examples of the newly introduced Primary data dashboard, DCPro, which will significantly improve the quality of attendance and assessment data across the Trust for reading, writing and maths.</p> <p>In addition, the Director of Primary is currently researching growth options for Primary within the Trust, in conjunction with the Executive Team.</p> <p><b>Questions / Comments</b></p> <p><b>Trustees liked the examples shared of the DCPro dashboard and asked if it would be possible to include software titles on subject reports and, if reports could be split down to provide specific areas of data.</b></p> <p>The Director of Primary confirmed that once fully updated, the dashboard will be able to provide a diverse range of reports.</p> <p><i>Director of Primary left the meeting.</i></p>	
<p><b>8</b></p>	<p><b>Spotlight – Secondary</b></p>	
	<p><i>Director of Secondary joined the meeting.</i></p> <p>The presentation circulated ahead of the meeting served to provide an outline of priorities for 2023-2025 across secondary including quality of teaching, curriculum, data, attendance and behaviour.</p> <p>The Director of Secondary highlighted key points, including the introduction of a school improvement model, which would allow more strategic allocation of Lead Practitioner and Education Directors time to provide an intensive programme of support to academies most in need. This has already been piloted and working well.</p> <p>The Director of Secondary responded to questions from Trustees.</p> <p><i>Peter Komolafe left the meeting due to an existing diary commitment.</i></p>	

	<p><b>Questions / Comments</b></p> <p><b>Trustees liked the introduction of the school improvement model and asked for more information on the scoring process.</b></p> <p>The process was overviewed with Trustees, explaining that a similar model already exists for Lead Practitioners, which has worked well to enable support to be strategically directed to academies most in need.</p> <p><b>Trustees thanked the Director of Secondary for comprehensive update.</b></p> <p><i>Director of Secondary left the meeting.</i></p>	
<p><b>The next meeting will take place Thursday 24 August 2023</b></p>		

Table of actions arising from this meeting:		
3	NDE Update - Clerk to invite LP Lead to November meeting and to note T&L and Enrichment Leads for future meetings	ESB
3	NDE Update - Clerk to invite LP for Early Career Development to March meeting.	ESB