

## Minutes of meeting

### School Improvement Sub Committee

Date:	26 November 2019	Time:	11:00
Location:	Ormiston Trust Office	Clerk:	Emma Pemberton Personal Assistant to Rob Pritchard National Director of Education
Apologies:	Tuesday Humby TH National Director of Teaching & Training		
Attendees:	Paul Hann PH Chair and Trustee Ian Brookman IB Trustee Peter Murray PM Trustee Jan Renou JR Trustee Nick Hudson NH CEO		
In attendance:	Rob Pritchard RP National Director of Education Amelia Walker AW Director of Strategy and Data Paula Arrowsmith PA Regional Director West (dial in) Luke Bowers LB Regional Director South (dial in) Phil Loftus PL Regional Director North (dial in) Gwayne Webb GW Regional Director East (dial in) Jane Nolan JN Regional Director Primary and SEND (dial in)		

	Item	Action
1.	<b>Welcome and apologies (RP)</b>	
1.1	RP welcomed everyone to the meeting.  NH gave apologies for TH.  <b>OAT Strategy: Education Transformation Priorities</b>	

	<p>RP opened the meeting with a discussion around the current educational priorities within the Trust following a meeting with the National Schools Director around step-change. RP explaining how important it is that we get the right people into the right roles, to develop them into effective teachers and ensure the system delivers the best possible teaching and support to students.</p> <p>The current teacher recruitment process was overviewed and challenges, cost implications involved, and estimated number of teachers expected to join OAT as a result were discussed. It was identified that funding change is taking place nationally across all schools to allow for processes to improve.</p> <p>Within OAT the vision is to become consistent in our approach across all academies and to develop and update the structure of the Education Team in order to facilitate this step-change effectively. This could be addressed by adapting staffing within the academies to then enhance support to the Regional Director role.</p> <p>The benefits of increasing our current Regional Lead Practitioner (RLP) provision across OAT was discussed. The cost implications for this were discussed and balanced against external support provided outside of the Trust, including the challenges faced in gaining subject specific support and resultant costs associated with both. It was put forward that an increase in RLP roles would help deliver teaching across the Trust with the deployment focused to academies most in need.</p> <p>There was discussion around the staffing roles within academies and the benefits and concerns around moving these within OAT payroll rather than with individual academies. The cost implications of doing so were discussed alongside the potential benefits.</p> <p>The Trustees asked if there was any interest from the staff within academies to progress. NH, RP and JR all agreed that there is interest. OAT has a structured training programme in place to help aspiring new leaders progress. The benefits of a strategic roll-out were also discussed along with example costs implications. The Trustees agreed that this is a viable model and sensible to proceed.</p> <p>PH resumed the Chair role.</p>	
2.	<p><b>The Year Ahead (RP)</b></p>	
2.1	<p><b>Alternative Provision (AP) Feasibility</b></p> <p>The committee discussed the current AP position across the Trust and surrounding Local Authorities, focusing on the challenges currently faced by different academies within different regions and the imbalance of support available as a result of location, resource and funding available.</p> <p>It was highlighted that some regions suffer more than others, often those areas with greatest need. Historic examples were discussed on how lack of provision can impact on both the child, the academy and the surrounding demographic. Quality of provision, location and costs were all highlighted as areas of concern and discussed. NH and RP have met with regional Local Authorities that are supportive of OAT's vision to address this, with the potential to provide support where possible. Cost savings as a result of providing AP were reviewed.</p> <p>The Education Team would like to focus on providing better support in this area with dedicated AP set up for regions in most need and the cost implications. It was confirmed that throughout the process the students would remain on school roll.</p>	

	<p>The Trustees questioned the feasibility of this model. NH and RP confirmed that it is feasible. The benefits and drawbacks of working with the school on a full or part-time basis were reviewed and issues around premises and capital required were discussed. The location of provision needs to be researched and managed effectively and further discussion was recommended with both the Estates Team and Local Authorities to access their expertise and advice. It is important to find someone to lead the project who has the capacity, connections, and previous experience.</p> <p>The Trustees advised of their support with this but suggested caution moving forward both in terms of management and structure. NH advised that revenue costs could be covered but initial capital that would be required to move the project forward.</p> <p>The Trustees confirmed that Ormiston Trust would review assistance with funding and premises. OAT will explore securing funding from Local Authorities.</p> <p><b>Six Form Feasibility</b></p> <p>The current feasibility of Sixth form provision within OAT and the challenges it presents to OAT were discussed, along with the potential implications to both students and the wider community. All agreed that research is required in this area to identify what provision there is, what timescales are involved when provision ceases to be viable and what alternatives there are for students.</p> <p><i>RP to investigate and present outcome at December 2019 Board Meeting.</i></p> <p><b>Update on Exclusions</b></p> <p><b>Attendance</b></p> <p>RP opened the discussion, highlighting areas of concern in terms of recording and grading of exclusions and attendance historically at local academy level and by Ofsted.</p> <p>There was some discussion around how individual academies and Ofsted differ in their interpretation of the guidelines and grading processes. RP and NH confirmed that they are due to meet with the National Director for Education at Ofsted to establish clarity in both areas in order to apply a uniform approach across OAT academies.</p> <p><b>Alternative Provision Absence</b></p> <p>The differing approaches to how AP absence are recorded was discussed with a view to OAT creating uniform approach across all academies to reduce conflicting practices.</p> <p>RP is proposing to work from OAT protocol rather than that of local academies to achieve consistency. The Trustees were in agreement of this.</p> <p>RP advised that communication is in place between the school and AP to cover potential absences.</p>	<p>RP</p>
<p>3.</p>	<p><b>Targets 2020 (RP)</b></p>	
<p>3.1</p>	<p>The committee looked at the current target structure for 2020.</p> <p>The Trustees asked if there were more challenges for primary schools than secondary.</p>	

	<p>RP confirmed that targets are challenging. The data is monitored through the strategy target set up 18 months ago and may therefore benefit from a review but current figures suggest a positive move forward, and DC1 figures are due shortly to provide analysis.</p> <p>The need to focus on individual schools as well as the overall Trust objectives was discussed, especially for those newly joining OAT, in addition to maintaining consistency and fairness to all was identified.</p> <p>The benefits of setting a minimum baseline across academies was discussed along with the potential issues that this may create. The cohort size difference for primary against secondary were also discussed.</p> <p>The targets were agreed by all present.</p>	
4.	<b>Academy categorization (RP)</b>	
4.1	<p>A discussion was held on whether it would be beneficial to create a matrix to categorise academies within OAT. The benefits and drawbacks of this were put forward as well as how this would be communicated across OAT.</p> <p><i>It was agreed that the matrix structure would require careful consideration, with the focus on risk rather than numbers and renaming the document as Risk and Resource allocation.</i></p> <p>The targets were agreed by all present.</p>	<b>RP</b>
5.	<b>Academies Progress Discussion (RP)</b>	
5.1	The committee discussed a number of academies and outlined their progress in attainment and governance.	
6.	<b>A.O.B.</b>	
6.1	PH confirmed that he is to step down as Chair of the School Improvement Sub Committee. Trustees agreed to JR taking up the role of Chair.	
	<b>Date of next meeting: 3 March 2020</b>	

<b>Table of Action Points</b>		
2.1	<p>The current feasibility of Sixth form provision within OAT and the challenges it presents to OAT were discussed, along with the potential implications to both students and the wider community. All agreed that research is required in this area to identify what provision there is, what timescales are involved when provision ceases to be viable and what alternatives there are for students.</p> <p><i>RP to investigate and present outcome at December 2019 Board Meeting.</i></p>	<b>RP</b>
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