

Minutes of School Improvement Sub-Committee meeting

Date:	11 November 2021	Time:	09:30 to 12:30
Location:	Teams	Clerk:	Emma Pemberton (Clerk)
Present:	Janet Renou – Trustee (Chair) Paul Hann – Chair of the Board of Trustees Peter Murray – Founding Chair Ormiston Trust Ian Brookman – Trustee Karen Bramwell – Trustee		
In attendance:	Rob Pritchard, National Director of Education Nick Hudson, CEO Tuesday Humby, National Director for Teaching and Training Diana Murray, Ormiston Trust		
Guests:	Sharon May, Principal, Packmoor Academy Nikki Cameron, Safeguarding Manager Kathryn Brindley-Edwards, Senior Lead Practitioner Post-16		
Apologies:	None received		

	Item	Action
1.	Welcome and apologies	
	The Chair welcomed everyone to the meeting and confirmed no apologies received. The Chair requested the attendees commemorate Armistice Day with a two-minute silence at 11am, which was agreed by all participants.	
2.	Review of meeting minutes held 17 June 2021 and 12 August 2021	
	Minutes taken in meeting held 17 June 2021 and 12 August 2021 were reviewed and acknowledged as a true record and approved with no matters arising. Actions from the previous meeting were reviewed and closed.	
3.	Early Years & Primary	
	Principal at Ormiston Packmoor Academy joined the meeting and provided a presentation on Early Years and Primary including an introduction of the new framework and baseline assessment. Questions / Comments	

	<p>Trustees asked if there was budget available to support resources and training, especially regarding the provision of outdoor learning spaces.</p> <p>The Principal confirmed that academies work hard to manage budgets dependent on their individual priorities and needs. Early Years currently receives the largest budget allocation within the academy due to the needs of the department, which has the highest pupil/teach ratio; Further support from OAT Head Office would be beneficial to help address fundamental budget requirements for all academies. The academy focuses on purchasing good quality resources to try and maximise longevity of equipment as they get a lot of usage.</p> <p>The CEO confirmed that the outdoor learning space should be acknowledge and allocated as a classroom. Schools are currently reviewing budgets and it is important that one classroom is not prioritised over another.</p> <p>The National Director for Teaching and Training recognised the need to develop the Lead Practitioner role to support Early Years and KS1. Time has been allocated through inset days to address this but questioned whether it would be beneficial to work towards creating a Lead Practitioner role for Early Years/KS1.</p> <p>Trustees felt that this was a good idea and would also recommend including early reading within the role; or to engage someone within academies to dedicate time to this. It's important to get the fundamentals right to support children through to secondary and beyond. If not done correctly it could impact negatively moving forwards.</p> <p>Trustees asked if OAT had tried fundraising for essential equipment via OAT's Fundraiser.</p> <p>The Principal confirmed that the academy are engaging with OAT's fundraiser to explore opportunities.</p>	
<p>4.</p>	<p>Education Update – To include attendance and exclusions</p>	
	<p><u>Ofsted Update</u></p> <p>The National Director of Education provided an update to Trustees regarding recent Ofsted visits; anticipated outcomes and concerns around the processes and activities undertaken during the inspection process.</p> <p>Questions/Comments</p> <p>Trustees acknowledged the concerns raised and requested details on how these could be addressed with Ofsted.</p> <p>The CEO overviewed the process to Trustees.</p> <p><u>Attendance and exclusions</u></p> <p>The National Director of Education provided an update on attendance and exclusions including persistent absence. Comparison was made against national averages and year on year academy results. It is worth noting more accurate figures will be available by Christmas.</p>	

	<p>Academies of concern and actions</p> <p>The National Director of Education provided an overview of how the approach to risk has changed this year due to the lack of exams. OAT have adapted to provide a more nuanced approach with the Executive Team meeting regularly to talk through issues and concerns to help implement change and provide support.</p> <p>Questions/Comments</p> <p>Trustees had some concerns regarding academies that are deemed to be at risk for a long period, and what OAT are doing to address this.</p> <p>The National Director of Education confirmed that many schools are in a better position than the risk register reflects due to the activities undertaken to improve academies via intensive support provided by OAT, academy reviews and resources available to academies but caution is applied on grading until an official Ofsted visit takes place.</p> <p>Trustees asked if Principals rely on external support too much.</p> <p>The National Director of Education explained the need to work with principals to provide them with the necessary skills to lead with confidence. OAT is working closely with principals new to the role to ensure that they have confidence to lead effectively and have the necessary awareness and skills.</p>	
<p>5.</p>	<p>Attendance and Behaviour ‘Strategy’ – Strategy Update over short, medium and long term</p>	
	<p>The National Director of Education provided an update of actions taken across attendance and behaviour, and shared strategy plans for the coming year.</p> <p>Questions/Comments</p> <p>Trustees queried whether the review of the behaviour philosophy should be agreed by Trustees.</p> <p>The CEO agreed that framework for the behaviour policy is something that needs to be agreed/signed off by Trustees. It is an opportunity for OAT to refresh the strategy and encapsulate OATs values. The moment is right to do it.</p> <p>The Chair would be happy to be part of this group as we move forward.</p> <p>The Trustees asked for clarification on who will assume responsibility of the ‘inclusion’ role within the updated structure.</p> <p>The National Director of Education confirmed that this has yet to be decided. A proposal is to be put to the Executive Team at the meeting to determine structure.</p> <p>Decision – Trustees agreed that any changes to the philosophy for the behaviour policy to be approved by the Board of Trustees.</p>	
<p>6.</p>	<p>RLP Update</p>	
	<p>The National Director for Teaching and Training addressed areas of concern raised by Trustees prior to the meeting, including:</p> <ul style="list-style-type: none"> • Line management of Lead Practitioners (LPs) 	

	<ul style="list-style-type: none"> • How Regional Directors prioritise need; and • Subject coverage <p>Each element was presented in detail to Trustees including an overview of plans moving forward in terms of recruitment, which is influenced by students numbers v subject; When a subject has over 1,000 students, this would trigger the need to engage LP support. OAT needs to ensure that investment is made in the right areas and coverage is balanced to ensure that provision is not saturated.</p> <p>Questions/Comments</p> <p>Trustees asked if building capacity in schools will enable schools to have the skills to self-heal?</p> <p>The National Director for Teaching and Training confirmed that LPs were originally deployed to teach in classes, but now work alongside staff in academies. Teaching staff are present during sessions to observe or to teach alongside LPs, which helps to build capacity. Schools are very receptive to LP support and engage with practitioners in a positive way.</p> <p>Trustees asked what OAT are doing to support recruitment of LPs in academies that are geographically challenged in terms of the number of candidates or local university support?</p> <p>The National Director of Education confirmed that academies are generally good at recruiting/engaging specialist support but perhaps OAT could employ a different strategy to help outlying academies where candidates are limited.</p> <p>Trustees asked where OAT see LP provision looking forward to 2025/2026? Will schools be able to provide support themselves by that point?</p> <p>The National Director for Teaching and Learning does not think it would be possible to have all academies working at the same level by that time. The LP role is important in being able to step back to look at external influences that then filter down to subject leaders. Subject leaders do not have the time to do this themselves.</p>	
7.	<p>School Centre Initial Teach Training (SCITT)</p>	
	<p>The National Director for Teaching and Training put forward a request for Trustees to consider / approve the request to merge The Oaks SCITT with three other SCITT providers to create one overarching SCITT 'Inspiring Future Teachers' (IFT).</p> <p>The findings of the recent Initial Teaching Training (ITT) market review, including recommendations, was published in July 2021. The National Director for Teaching and Training provided an overview of considerations OAT have made following this review and the proposal to link with three other MATs.</p> <p>The proposed ITT partnership structure was shared with Trustees, along with an overview of each proposed Trust.</p> <p>Questions/Comments</p>	

	<p>Trustees would like to know more about the other Trusts involved and the how their involvement could potentially affect academies. Due diligence will be required.</p> <p>NH confirmed that the SCIT will likely be redesignated if OAT do not proceed. In Governance terms the proposal needs be agreed by Board Trustees.</p> <p>Trustees asked how OAT engaged with the suggested partners and whether other routes had been investigated.</p> <p>The National Director of Teaching and Training confirmed that a number of Trusts are currently holding back to see how things progress and overviewed how OAT engaged with both providers and the context / reasoning for the proposal to merge.</p> <p>Decision – Trustees agreed that the SCITT proposal will be required to go before the Board for Trustees to review/approve.</p>	
<p>8.</p>	<p>Safeguarding Priorities 2021/2022</p>	
	<p>The Safeguarding Manager provided an overview of safeguarding priorities for 2021/2022 both at academy level and within Head Office, including a focus on activities around sexual harassment.</p> <p>Questions/Comments</p> <p>The Trustees asked how variable the relationship is between schools and Local Authorities (LAs) across the country, and whether OAT has concerns about the LAs ability to respond effectively to school needs?</p> <p>The Safeguarding Manager confirmed that support from LAs can vary significantly across the Trust. Each LA has its own approach and is dealing with its own individual issues. The impact on schools can be significant as a result.</p> <p>Trustees asked what the implications are for OAT and those schools? Is there anything that can be done to support those with the weakest LA support?</p> <p>The Safeguarding Manager is unsure what support OAT can provide. It is a problem across the Trust and does not feel that OAT has the budget or capacity to fill the gap across the Trust, which essentially is the responsibility of the LA.</p> <p>The Trustees asked what the things that you think are at risk in Ofsted visits in terms of safeguarding.</p>	

	<p>The Safeguarding Manager believes that schools have good systems and procedures in place already and would only recommend improvements on existing processes. Moving forward, the Safeguarding Manager would like to review existing policies and to focus on developing the Head Office function to align processes so that they mirror those in academies.</p> <p>The CEO is aware that work is being undertaken to consolidate existing policies to make it easier to have line of sight across safeguarding.</p> <p>The Chair asked if policy development could be something that Trustees could support.</p> <p>The Safeguarding Manager agreed that it would be helpful for Trustees to support policy development and would welcome a meeting to discuss further.</p> <p>The Chair thanked the Safeguarding Manager for joining the meeting and providing an update on safeguarding activities.</p>	
<p>9.</p>	<p>Post -16 Update – Destination Data</p>	
	<p>The Senior Lead Practitioner for Post-16 (SLPP-16) presented on post-16 destination data including an OAT comparison to the national picture for 2019/2020, highlighting individual academy progression against national averages.</p> <p>Academies have been asked to provide destination data, including disadvantaged students, to create a central Trust record. Going forward, data collection will be developed and requested routinely to help build a Trust-wide view of progress and to ensure that impact of initiatives can be monitored and evaluated; The SLPP-16 will support academies to make sure appropriate systems are in place to do this.</p> <p>Focus will also be on encouraging and raising aspirations of students to progress to Oxbridge and onto Medicine.</p> <p>Questions / Comments</p> <p>The Chair thanked the SLPP-16 for the quality of data supplied and for taking the time to join the meeting.</p>	
<p>The next meeting will take place 9 February 2022 via Teams</p>		