

Minutes of School Improvement Sub-Committee meeting

Date:	9 February 2022	Time:	09:30 to 12:00
Location:	Teams	Clerk:	Emma Pemberton (Clerk)
Present:	Janet Renou, Chair and Trustee Peter Murray, Founding Chair, Ormiston Trust Karen Bramwell, Trustee Paul Hann, Chair of the Board of Trustees Ian Brookman, Trustee Maria Reraki, Trustee		
In attendance:	Nick Hudson, Chief Executive Officer Rob Pritchard, National Director of Education Tuesday Humby, National Director of Teaching and Training Diana Murray, Ormiston Trust		
Guests:	Steph Morley, Deputy Safeguarding Manager Malcolm Trobe, CST Richard Canning, Director of ICT		
Apologies:	None received		

	Item	Action
1.	Welcome and apologies	
	<p>The Chair welcomed everyone to the meeting and confirmed no apologies received, although IB will need to leave the meeting at 12.00pm due to external commitments.</p> <p>The Chair welcomed Malcolm Trobe to the meeting. Malcolm works for CST and is completing an external review of governance for the trust and observing Trust Board Sub-Committees.</p>	
2.	Review of meeting minutes held 11 November 2021 and any outstanding actions.	
	<p>The minutes of the meeting held on 11 November 2021 were reviewed and acknowledged as a true record.</p> <p>The action log was reviewed and closed.</p> <p>Matters Arising:</p> <p>Ofsted Following a request by Trustees the CEO provided an update on recent Ofsted activity and outcomes.</p> <p>SKIIT Update Trustees requested an update on the status of SKIIT reaccreditations.</p>	

	<p>The National Director of Teaching and Training provided an update on the process to date and confirmed that the outcome from the application process will not be available until May 2022. OAT is working with Stone King throughout the process.</p> <p>Following the outcome, the final decision will then be agreed by Trustees on how to proceed.</p>	
<p>3.</p>	<p>Performance Data</p>	
	<p>The National Director of Education provided an overview of performance data across the Trust covering attendance, behaviour, DC1 assessments and GL Assessment.</p> <p>Questions/Comments - Attendance</p> <p>Trustees asked how Covid affects attendance.</p> <p>The National Director of Education confirmed that attendance can be impacted sharply and without notice, creating a bit impact but then returning to normal quickly afterwards. Attendance is difficult to predict as a result or to identify patterns. There have also been instances of pupils testing positive on more than one occasion.</p> <p>Trustees asked how much of teacher absence was Covid related or expected seasonal illnesses.</p> <p>The National Director of Education confirmed it was c50/50, but it is mindful that staff have also had to contend with childcare issues due to Covid.</p> <p>Trustees spoke of their concern of a generation of children who have not been able to attend school consistently for some time due to the pandemic. Are there plans in place to support parents and encourage children to return to the classroom?</p> <p>The National Director of Education confirmed that this is being addressed. Support ranges from having pastoral support to help in the local community to contact non-attenders, which has been effective. Work is taking place to help develop OATs strategy for inclusion and to link this to mental health and behaviour to help students to engage when returning to the classroom. By providing a holistic approach we hope students will engage more effectively.</p> <p>Trustees asked if Elective Home Education (EHE) was an issue regionally?</p> <p>The National Director of Education confirmed that cases had increased across the trust but varied by region. The picture is evolving as we progress through the school year but is improving and cases decreasing as a result of students returning to the classroom.</p> <p>The Trustees asked if any trends became evident on absence during covid?</p> <p>The National Director of Education confirmed that children have followed isolation rules at that time, so they follow these patterns.</p> <p>Action - Trustees asked for update on this moving forward on attendance. Item to be included on June meeting agenda.</p> <p>Questions / Comments - Exclusions</p> <p>Trustees acknowledge that, prior to the pandemic, exclusion rates were high. Are they still of concern with covid?</p>	<p>EP</p>

	<p>The National Director of Education thinks the current picture may be difficult to assess comparatively due to covid and would recommend waiting to review until a sense of normality returns. Rates across the trust vary and does not provide a clear pattern.</p> <p>The Trustees asked how recovery plans for both attendance and exclusions are funded.</p> <p>The National Director of Education overviewed the funding process across the short, medium and long term and how the trust is utilising resources within OAT to help alongside creating a strategy on behaviour principles and recruitment.</p> <p>Questions / Comments - GL Assessment</p> <p>The Trustees asked if the process of GL Assessment is working to help bridge the gap in learning for years 7, 8 and 9, and using funding for tutoring.</p> <p>The National Director of Education confirmed that it has been working well. Students are assessed at the start and end of each year to help identify gaps and allow for intervention to be applied to level up.</p> <p>OAT has utilised funding but also employed own tutors which has proved to be effective.</p>	
<p>4.</p>	<p>Academy Spotlight (High Risk Academies)</p>	
	<p>The National Director of Education provided Trustees with an update on risk academies across the trust, which identified the challenges faced, actions taking place to resolve, and associated strengths and risks within each academy.</p> <p>A discussion took place between attendees to gain more understanding on the issues facing each academy and the National Director of Education confirmed that OAT is taking a proactive and holistic approach to help resolve and support academies to move forward.</p> <p>Trustees acknowledged that the new leadership structure proposal endorses the work being undertaken to help support risk academies in a more structured and effective way.</p> <p>Trustees voiced concerns on recruitment in outlier academies and the impact this may have on learning.</p> <p>The National Director of Education acknowledged that recruitment had been challenging in certain demographics, but it is something that is being addressed as much as possible whilst looking at more creative ways to try and provide support in the interim.</p>	
<p>5.</p>	<p>Harmful Sexual Behaviour (HSB)</p>	
	<p>The Deputy Safeguarding Manager gave a presentation on how the Trust has approached this important part of 'Keeping Children Safe in Education' (KCSIE).</p> <p>Questions / Comments</p> <p>The National Director for Teaching and Training observed that significant work has taken place across the Trust to level up.</p> <p>The key issues affecting children and staff was discussed and how OAT is working to provide tools to help individuals feel confident in reporting instances to stop harmful sexual behaviour. OAT is providing consistent messages and training to help create a positive culture to move forward with key activities taking place throughout 2022 to help drive change.</p>	

	<p>An update on this will be provided at the next meeting in June 2022.</p> <p>Action – HSB update to be provided at the next SISC meeting scheduled 30 June 2022.</p>	<p>EP</p>
<p>6.</p>	<p>Strategy 5 Year Targets</p>	
	<p>The National Director of Education shared the roadmap of target development for 5-year targets, including historical context dating back to 2018 and year on year overview for both primary and secondary academies.</p> <p>Questions / Comments</p> <p>Trustees asked if targets had been tested to ensure they are challenging.</p> <p>The National Director of Education confirmed that the targets had been analysed alongside upcoming cohorts and feel that they will be challenging and help drive improvement.</p> <p>Trustees voiced concern that enrichment was not included.</p> <p>The CEO apologised for enrichment and engagement not being included and would be happy to supply this information as there are ambitions on both across the Trust.</p> <p>[IB left the meeting]</p> <p>Trustees confirmed that they will need to be assured that the targets are robust and will drive improvement.</p> <p>The CEO confirmed that the profile of OAT academies in 2019 does not reflect schools today. OAT has significantly increased the number and type of schools within the Trust, which has impacted on OATs direction of travel, and the approach to target setting.</p> <p>The National Director of Education also added context around ability on intake, addressing gaps in knowledge and the upcoming changes regarding vocational courses, and how these will impact on the curriculum.</p> <p>Trustees asked what OAT has put in place in the KS3 curriculum to prepare students for the curriculum changes at KS4?</p> <p>The National Director of Education overviewed the changes taking place and how OAT is engaging with GL Assessment to identify gaps in knowledge to help drive remedial work to level up.</p> <p>Trustees requested that this item be placed on the agenda for the next meeting to see how OAT is adapting the strategy to help level up across the Trust. Trustees will need to be assured that that the approach to targets is being addressed and aligned to the current needs of children, and that outcomes are ambitious. Trustees need to see that OAT is adapting and being innovative.</p> <p>The CEO provided an overview of the key issues affecting the targeting process, including intake, vocational qualifications and the impact on leaders, teachers and subject leads. Only high-level target proposals were included for the purpose of this meeting, but this should not detract from the work taking place beneath. The CEO also confirmed that enrichment targets would be shared with Trustees prior to the next Trustee Board Meeting.</p> <p>At the end of the meeting the Chair asked to return to this item to see if Trustees were happy to accept the targets with the caveat that more investigation be made and reported on the strategies beneath. IB, MR and KB had left the meeting.</p>	<p>EP</p>

7.	<p>Strategy ICT (Great Education)</p> <p>The CEO confirmed that OAT has wanted to create a digital strategy for the Trust and the newly created role of ICT Director has provided capacity to set this in motion. Since joining in November 2021 the ICT Director has worked hard to bring together the strategy shared today, which is also to be referred to the F&C Committee to get their financial input but felt it important that SISC has sight from an education perspective.</p> <p>The Director of ICT provided an overview of the strategy, including the context for why it is necessary; what the key objectives are; what the strategy will deliver; the journey to achieving OATs goals, whilst ensuring that Safeguarding, Cyber-security and GDPR remain central to the strategy throughout and the importance of helping OAT to level up across the Trust.</p> <p>The Director of ICT reflected on the importance of integrating digital training and CPD to ensure all users have essential cores skills to work effectively in a digital capacity. The timeline for development / roll out was shared to help Trustees see the reach and depth of the work being undertaken.</p> <p>[MR left the meeting at 12.30pm]</p> <p>Comments / Questions</p> <p>The Trustees thanked the Director of ICT for his time and acknowledged that this is a big but valuable undertaking. From a teaching perspective we need to understand the positive effect it will have to teachers and students within a learning environment. The pandemic has helped to drive the move to remote learning.</p> <p>The Trustees asked how OAT compares to other MATs and the cost implications associated with the work.</p> <p>The Director of ICT confirmed that there are no reports currently available to compare OAT to other MATs, but there are some that are ahead. As a Trust we need to ensure that progression supports learning and does not hamper it. There are positives by following the those ahead as OAT can take advantage of lessons learned.</p> <p>The Director of ICT overviewed the cost implications and how these may be minimised, offset.</p> <p>Trustees asked how the changes have been received to create uniformity and stabilisation across the Trust.</p> <p>The Director of ICT confirmed that OAT is at the start of the process so there is a lot of work to do but it is widely accepted that the technology needs to improve and are supportive of assistance.</p> <p>The CEO confirmed that current pilots are working well. Teaching/learning and education needs to sit at the heart of the work and OAT needs to work with schools so that it has the best impact and is utilised to the best advantage for students.</p> <p>The Trustees thanked the Director of ICT for his time and were impressed by the work taking place.</p>	
8.	<p>A.O.B.</p>	
	<p>Trustees agreed to hold the August meeting Thursday 25 August 2022.</p>	

The next meeting will take place 30 June 2022 via Teams

Table of actions arising from this meeting:		
3	Attendance - Trustees asked for update to be included on June meeting agenda.	EP
5	HSB – HSB Update to be provided at the next meeting in June.	EP
6	5 Year Targets – To be added to agenda at the next meeting in June. Trustees requested that this item be placed on the agenda for the next meeting to see how OAT is adapting the strategy to help level up across the Trust. Trustees will need to be assured that that the approach to targets is being addressed and aligned to the current needs of children, and that outcomes are ambitious. Trustees need to see that OAT is adapting and being innovative.	EP