

# Minutes of Extraordinary School Improvement Sub-Committee meeting

Date:	7 March 2022	Time:	16:00 – 16:45
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		
Guests:	Malcolm Trobe, CST		
Apologies:	Tuesday Humby, National Director of Teaching and Training		

	Item	Action
1.	<b>Welcome and apologies</b>	
	<p>The Chair welcomed all to the meeting and thanked everyone for accommodating the extra meeting at short notice.</p> <p>The Chair reminded all that the purpose of today's meeting; to return to the agenda item 'Strategy 5 Year Targets', which was discussed in the meeting held 9 February 2022.</p> <p>It was felt that the Trustees had not had adequate time in the previous meeting to review some of the issues raised or had time to agree a way forward, with only three trustees present at the end of the meeting when trying to return to the item. It was therefore decided to host an extraordinary meeting to resolve these issues for Trustees to agree a way forward.</p> <p>The Chair thanked the CEO and National Director of Education for providing additional information to support both strategic and enrichment outcome targets and acknowledged the difficulties that OAT faces in regard to target setting in the present climate, with the effects of the pandemic impacting on data, which makes it difficult to look to the future with some certainty.</p> <p>In addition, the Trustees appreciate that the emphasis at present will be one of getting back to normal in terms of attendance and behaviour but are conscious that targets still need to be addressed to help benchmark and stretch students.</p>	

2.	<p><b>Strategy 5 Year Targets</b></p>	
	<p><b><u>Strategy</u></b></p> <p>The National Director of Education provided context to both attainment and progress targets to help Trustees understand over-arching outcome targets and the detail that sits beneath for both primary and secondary academies across the Trust.</p> <p>The National Director of Education overviewed the difficulties faced during the target process and how OAT is looking to overcome these by planning to monitor targets regularly to ensure, in the changing landscape, that they remain relevant and challenging.</p> <p>The CEO believes that OAT needs to adapt and be more flexible in the approach to target setting. Developing a rolling programme to review targets will allow for fluctuations to be addressed and for a slow return to normalcy. The current target projections provide OAT a baseline to work from which would then be monitored closely moving forwards.</p> <p><b>Questions / Comments</b></p> <p>The Chair and Trustees agree with this approach. Covid has impacted significantly on student absence, so it is sensible to create a baseline to then revisit and monitor regularly.</p> <p><b>Trustees requested that OAT provide regular updates, including the detail at granular level on specific target elements, with focus on priority areas.</b></p> <p>The CEO confirmed that OAT would be happy to provide more breadth and depth to target information as required as the process moves forward.</p> <p><b>The Trustees asked what the target relationship will be from top to academy level?</b></p> <p>The National Director of Education confirmed that these are bottom-up targets so that all academies feed into the over-arching strategy target.</p> <p><b><u>Enrichment</u></b></p> <p>The CEO provided an overview of enrichment targets and how they differ to educational targets in terms of attainment and achievement. Targets cover all areas of enrichment and illustrate the expected completion date for each element where possible.</p> <p><b>Questions / Comments</b></p> <p><b>The Trustees raised concerns on specific areas of the target document and whether they are stringent enough.</b></p> <p>The CEO agreed that this will be checked and amended where necessary.</p> <p><b>Trustees welcome the target process across enrichment. This is where OAT really makes a difference for students. Moving forward Trustees would like more information to show what resources are being used to support enrichment targets.</b></p>	

	<p><b>Decision: Trustees are content with the targets proposed but requested that the final draft carries the narrative that OAT will closely monitor and review targets due to the unknown trajectory moving forward. This will help external sources understand the strategy, in both primary and secondary, and evidence that OAT is challenging academies where appropriate.</b></p>	
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