

Minutes of School Improvement Sub-Committee meeting

Date:	30 June 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		
In attendance:	Nick Hudson, Chief Executive Officer Rob Pritchard, National Director of Education Diana Murray, Ormiston Trust		
Guests:	Tuesday Humby, National Director of Teaching and Training Steph Morley, Deputy Safeguarding Manager David Didau, Senior Lead Practitioner for English Jemma Sherwood, Senior Lead Practitioner for Maths		
Apologies:	Maria Reraki, Trustee Ian Brookman, Trustee		

	Item	Action
1.	Welcome, apologies and matters arising	
	<p>The Chair welcomed everyone to the meeting and confirmed apologies received from Maria Reraki and Ian Brookman.</p> <p>Matters Arising:</p> <p>SKIIT Update Trustees requested an update on the SKIIT reaccreditations.</p> <p>The CEO provided an update of the process to date and confirmed that the outcome would be available in September, at which point Trustees will then asked to review with and make a final decision on behalf of the Trust.</p> <p><u>Questions / Comments</u> Trustees asked if OAT anticipate hearing anything before September. The CEO confirmed that the timeline is September but would keep Trustees informed should more information become available.</p>	
2.	Review of minutes for 9 February 2022 and 7 March 2022	
	Actions from the previous meetings were reviewed and closed. No items carried forward.	

	<p>The minutes of the meeting held 9 February 2022 and extraordinary meeting held 7 March 2022 were reviewed and acknowledged as a true record.</p>	
<p>3.</p>	<p>Attendance, Exclusions, Outcomes Update</p>	
	<p>The National Director for Education provided an update to trustees on attendance, exclusions and outcome predictions for 2022 across the trust but identified that it was too early to include primary data due to timescales on data collection points, and difficult to judge performance due to lack of benchmark information and difficult to compare with 2019 results.</p> <p><u>Attendance</u></p> <p>Attendance overall is rising for both students and staff.</p> <p>Trustees are keen to understand how OAT will be working to improve attendance and exclusions, especially following the pandemic, and the National Director for Education overviewed the approaches being made at granular level within academies and across the trust.</p> <p>One area of focus is the creation of the ‘Attendance, Behaviour and Exclusions Group’ (ABE), earlier this year, which is dedicated to looking at these key areas; to reduce and improve attendance, behaviour and attendance across the trust. This is Chaired by the National Director of Primary and SEND who will move into the new role of Inclusion Director in September.</p> <p>The National Director for Education confirmed that OAT will also be implementing a new Attendance policy, which is due to be presented to trustees at the next Board meeting, which takes into account the updated guidance from the Government.</p> <p>Comments / Questions</p> <p>No comments or questions were raised.</p> <p><u>Exclusions</u></p> <p>The National Director for Education provided an update on exclusion and suspension data from across the trust and confirmed that although cases are lower than 2018/2019, this is in part due to low attendance. Behaviour management has been a strength of academies within the trust and the ABE Group is heading up a strategy to address challenging behaviour and to support academies to reduce exclusions and suspensions going forward.</p> <p>Questions / Comments</p> <p>The Trustees acknowledged the importance of the Inclusion Director role and department in moving forward to address exclusions and suspensions across the trust.</p> <p>The National Director of Education confirmed that the structure will be key to delivering this moving forward.</p> <p>The Trustees asked for data to be categorised more specifically to help identify the breakdown of exclusions/suspensions more clearly.</p>	

	<p>The National Director for Education took note of the request to investigate further.</p> <p>The Trustees asked what steps OAT is taking to train principals and Governors in the exclusions and suspensions process.</p> <p>The National Director for Education confirmed that comprehensive training had taken place with principals. The past two OAT Principals' Forums have focused on providing training on exclusions, inclusion and SEND.</p> <p><u>Outcomes</u></p> <p>The National Director for Education provided an update on the data outcomes but confirmed that KS2 was still awaiting final release.</p> <p>Comments / Questions</p> <p>Trustees asked that results be shared when available.</p> <p>The National Director for Education confirmed that a full overview will be provided to trustees once released.</p> <p>The National Director provided an overview of the dashboards available via OATnet. CST's recently audit recommended that Trustees have access to meaningful data across the trust. RP is looking to explore this with the Chair and Karen Bramwell so that this is available to trustees, which can then be used to support the SISC meetings.</p> <p>Trustees agreed that this would be useful.</p> <p>Trustees asked if it would be possible to have some training on the new dashboard once in place.</p> <p>The CEO suggested that this be covered at the Board in September when 2022 results are available for review.</p> <p>Action –Clerk to forward recommendation for OAT Trustees to receive OAT Data Dashboard training at September Board Meeting.</p>	<p>EP</p>
<p>4.</p>	<p>5 Year Targets Update (RP)</p>	
	<p>Item carried forward from meeting on 9 February to illustrate how OAT is adapting the strategy to help level up across the Trust. To evidence to Trustees that targets are being aligned to the current needs of the children and that outcomes are ambitious, and that OAT are adapting and being innovative.</p> <p>The National Director for Education confirmed that a recommendation from CSTs recent audit is to provide a one-page summary on targets, with a bottom-up view, which is something that could be adopted and shared with Trustees going forward.</p> <p>The National Director for Education also provided an overview of how OAT is adapting the strategy to level up across the Trust focusing on four key strands across the School Improvement team. The recent restructure now places OAT in a strong position to deliver strategy and to have bespoke support across the four strategy areas of SEND, Mental Health, Behaviour and Attendance.</p>	

	<p>The National Director of Education also provided an update on Ofsted visits and outcomes.</p> <p>Questions / Comments</p> <p>The CEO provided an update on the recent Flegg visit, which is currently awaiting a final inspection grade.</p> <p>The National Director for Education believes OAT is adapting effectively to move children in the right direction and working proactively to address the challenges ahead.</p> <p>The Trustees noted that 1 in 5 of children have mental health issues but it is often the wider family that is affected and asked if there should be a strategy in place to improve the relationship that academies and the Trust has with the wider family community.</p> <p>The CEO thinks that there could be measures that OAT could explore in terms of how the Trust engages with parents, but it is often the academies that have direct contact with families and whilst we can create a framework, it will be down to individual schools on how to manage relationships. An option would be to look at training, a framework that schools could work with; encouraging schools to engage effectively with local agencies and OAT sharing best practice from around the Trust</p> <p>The Chair understands that attendance is key to delivering change, which is clearly a focus within the strategy.</p> <p>The National Director for Education confirmed that this is such an important element; not only in terms of education, but to keep children safe.</p>	
<p>5.</p>	<p>Harmful Sexual Behaviour (HSB) Update</p>	
	<p>The Deputy Safeguarding Manager gave a presentation updating the Trustees on how the trust has approached this important part of 'Keeping Children Safe in Education' (KCSIE), highlighting key actions, focus, concern, training and timeline of activities for the remainder of 2022.</p> <p>Questions / Comments</p> <p>Trustees identified that a third of academies had yet to receive training on the Brook Traffic Light Training Tool and asked if this is being addressed.</p> <p>The Deputy Safeguarding Manager confirmed that additional training events are in place. OAT's aim was to have at least one person in the pastoral team at every academy, but this is being expanded to provide cover if the lead should be absent from the academy. Every academy will have at least one trained member of staff.</p> <p>Trustees asked what OATs stance is on social media?</p> <p>The Deputy Safeguarding Manager confirmed that many academies have a strict 'no phone' policy for students, but some teachers require access to phones during the school day; OAT is working with academies to ensure correct protocols are adhered to.</p> <p>The Deputy Safeguarding Manager confirmed that the data currently available is new and being developed by the Data Team with the hope of creating a new dashboard for schools and head office to access.</p>	

	<p>The National Director for Education and Trustees thanked The Deputy Safeguarding Manager for providing a comprehensive update, and acknowledged the valuable work being undertaken within the team on harmful sexual behaviour; OAT's approach sets the Trust apart from others within the education sector.</p>	
<p>6.</p>	<p>KS3</p>	
	<p>The Director of Curriculum, Teacher and Personal Development presented an update on KS3 curriculum provision across the Trust, and how this is being developed and delivered within academies. Illustrating how OAT is working to go above and beyond Ofsted expectations to provide children with high quality subject specific curriculum.</p> <p>Questions / Comments</p> <p>The Chair thanked all for providing such a comprehensive view of KS3 curriculum and illustrating how this is being implemented with academies. The quality of provision and delivery is excellent. At present it is the academies choice to adopt the curriculum. Is there any view from OAT to mandate the curriculum across the Trust?</p> <p>The Director of Curriculum, Teacher and Personal Development confirmed that OAT will not mandate adoption of the OAT curriculum, but instead to allow autonomy for academies who already have a good level of provision to continue; only intervening when the existing curriculum approach is not effective. Interest in the curriculum is gaining traction and expect more academies to join as time goes on. Mandating the curriculum could also have a negative impact to those not ready to change.</p> <p>Trustees asked how OAT is dealing with curriculum development and delivery with the challenges posed from the pandemic and attendance issues. Have these impacted on progress?</p> <p>The Director of Curriculum, Teacher and Personal Development believes lockdown during the pandemic provided a unique opportunity for OAT to focus on subject specific curriculum development, although accepted that some subjects were more advanced than others mainly due to resource.</p> <p>The Trustees confirmed that breadth and depth of curriculum development for KS3 is of a very high standard and asked how the Trust is linking with maths hubs and is this due to OAT or occurring naturally.</p> <p>The Senior Lead Practitioner for maths confirmed that two maths Lead Practitioners within OAT are currently employed to support the maths hubs two days per week. OAT is also working with the maths hub on a national basis and regularly attending events and meetings.</p> <p>OAT is building networks with teachers, but the maths hub is also signposted to them as a suggested resource so part structured/part organic.</p> <p>The Trustees asked how staffing levels are within academies across the Trust. Are there gaps in Head of Department positions?</p> <p>The National Director for Education confirmed that there are gaps in resource across the trust across different subjects, but the curriculum will help support those gaps by providing resources and support to continue to provide good quality teaching.</p>	

	<p>The Trustees asked if this will be promoted at the next OAT conference.</p> <p>The Director of Curriculum, Teacher and Personal Development confirmed that the focus of the OAT Conference in November will be 'Mental Health', although there will be a section of the Principals' Forum dedicated to driving curriculum in September.</p> <p>Action - The Chair requested that this item be carried forward to the next meeting to see how we adapt the strategy to illustrate how we are levelling up.</p>	EP
7.	<p>London Academies – Education Update</p>	
	<p>The National Director for Education referred Trustees to the paper submission, which provides an update on alternative provision (AP) within the London academies and illustrates how the academies have become fully integrated within the Trust since joining in 2021.</p> <p>The update illustrates how OAT is bringing together AP, MIC support and SEND to provide quality teaching, curriculum provision, support and sustainability.</p> <p>Questions / Comments</p> <p>The Trustees thanked the National Director of Education and confirmed that they are reassured by the update provided.</p>	
8.	<p>Inclusion Strategy – An Introduction (JN)</p>	
	<p>The National Director for Primary and SEND delivered a comprehensive introduction to the Inclusion Strategy, including updates on structure, data development, training, concerns, focus moving forwards and challenges faced.</p> <p>Questions / Comments</p> <p>The Chair thanked the National Director of Primary and SEND for providing a superb presentation. The work being undertaken in this area is central to the Trust as a whole. It is also good to see OATs response to the SEND review green paper.</p> <p>Trustees asked how OAT are looking to draw on the expertise of London academies across academies within the Trust?</p> <p>The Director of Primary and SEND confirmed that it absolutely the intention to draw upon the expertise within London AP. The London Executive Lead has been attending the ABE group regularly. In addition, a Behaviour Lead is to be recruited to support academies on a part-time basis, who will have expertise within AP.</p> <p>Trustees asked Mental Health Leads will be a standalone role within academies, or supplementary to existing positions.</p> <p>The National Director of Primary and SEND confirmed that the role is not standalone as many are engaged in other positions. Some schools are engaging a Deputy Lead to support, but only a few SENDco's are standalone. The newly created 'Head of Mental Health' will be focused on auditing academies across the Trust to see how this can be developed and improved. This will be the focus of the new Head of Mental health is to audit where we are with each academy.</p> <p>The National Director of Primary and SEND confirmed that the DfE's paper was to have a designated Senior Mental Health Lead in position within the senior leadership team by 2023.</p>	

The CEO thanked the National Director of Primary and SEND for providing an excellent and comprehensive introduction to Inclusion. It is important to note, looking back in recent history, three or four years ago, OAT had no support in place for inclusion, SEND, attendance or behaviour. OAT is now in a strong position to make a meaningful change across the Trust.

The next meeting will take place Thursday 25 August 2022 via Teams

Table of actions arising from this meeting:		
3	Attendance - Clerk to forward recommendation for OAT Trustees to receive OAT Data Dashboard training at September Board Meeting	EP
6	KS3 - The Chair requested that this item be carried forward to the next meeting to see how we adapt the strategy to illustrate how we are levelling up.	EP