

Minutes of School Improvement Sub-Committee meeting

Date:	10 November 2022	Time:	09:30 – 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		
Guests:	Tuesday Humby, Director of Curriculum, Teacher and Personal Development Wasim Butt, Director of AP and Special Academies Rebecca Bierton, Director of Primary Paula Jones, Director of Secondary Alistair Thom, Trustee Frances Hall, Trustee Jo Dawson, National Director of Finance and Strategy Diana Murray, Ormiston Trust		
Non-attendance:	Maria Reraki, Trustee		
Apologies:	None received		

	Item	Action
1.	Welcome and apologies	
	The Chair welcomed everyone to the meeting and confirmed no apologies received. Maria Reraki did not attend the meeting.	
2.	OAT's ITT	
	Attendees were joined by Alistair Thom (Trustee), Frances Hall (Trustee), and Jo Dawson (National Director of Finance and Strategy). The Director of Curriculum, Teacher and Personal Development wishes to seek approval in principle for The Oaks to become a delivery partner for 'Inspiring Future Teachers' from 2024, and provided and presented the case to Trustees, which covered background and context, costs, recruitment and associated risks. Questions / Comments Trustees expressed hesitancy to approving the request when final cost implications are not yet known.	

	<p>The CEO accepted the concerns raised and clarified that the recommendation is only to agree to the request in principle at this stage in order to provide the Director of Curriculum, Teacher and Personal Development the space and authority to attend the meeting in December, where the financial costs will be determined. The outcome will then be presented to the Board in December for final approval.</p> <p>Trustees requested that the cost schedule be presented to the Board indicating bottom, mid-point and top-line costs.</p> <p>The Director of Curriculum, Teacher and Personal Development confirmed that this is provided.</p> <p>The Director of Curriculum, Teacher and Personal Development confirmed that meeting, to determine costs, takes place 12, 13, 14 December. This is after the Board meeting, which takes place 8 December.</p> <p>The Chair confirmed that it would be possible for the Board to convene an extraordinary meeting to have the case presented for approval.</p> <p>Action – Clerk to request extraordinary Board Meeting to be convened December to hear the final case.</p> <p>Trustees thanked the Director of Curriculum, Teacher and Personal Development for attending the meeting to present the case for the recommendation.</p> <p>Decision – The Committee approved the request in principle, with the caveat that the Director of Curriculum, Teacher and Personal Development identify cost implications to present to the Full Board in December for final approval.</p> <p>The Chair thanked Alistair Thom (Trustee), Frances Hall (Trustee), and Jo Dawson (National Director of Finance and Strategy) for their attendance before leaving the meeting.</p>	<p>EP</p>
<p>3</p>	<p>Review of minutes and actions from meeting held 30 June 2022 and 25 August 2022</p>	
	<p>The minutes from meetings held 30 June 2022 and 25 August 2022 were reviewed and accepted as a true record.</p> <p>There are no actions outstanding from previous meetings.</p>	
<p>4</p>	<p>Inclusion Update</p>	
	<p>The National Director of Education issued apologies from the Director of Inclusion who is unable to attend the meeting due to diary constraints.</p> <p>The Chair confirmed that a separate meeting had taken place with the Director of Inclusion to review the content of the presentation being shared in this meeting, where a request was received to promote an additional SEND Lead Practitioner.</p> <p>The National Director of Education provided an Inclusion Team update covering SEND, mental health, behaviour and attendance.</p> <p><u>Questions / Comments</u></p>	

	<p>Trustees are pleased to see that AP expertise is being utilised across the Trust.</p> <p>The National Director of Education is pleased to confirm the Principal of Bridge Academy has been seconded into the role of Lead Practitioner for Behaviour, which has been agreed for a one-year term, taking a wealth of AP experience to share with academies; proving hands-on experience and helping to problem solve and set in place new systems and approaches to improve behaviour.</p> <p>Safeguarding NOISE Analysis</p> <p>The National Director of Education shared the current NOISE analysis with Trustees covering current risk areas within Safeguarding and how these are being addressed across the Trust.</p> <p>Questions / Comments</p> <p>Trustees were concerned regarding the wording within the first item. Could the National Director of Education provide assurances that item 1 is being addressed.</p> <p>The National Director of Education confirmed that OAT now has a live system in place to view and monitor compliance in terms of safeguarding across the Trust via a new HR provider, Every. Prior to this data was paper-based and subject to an annual review. The new system, which went live in October 2022, now allows OAT Head Office to monitor compliance live across the Trust.</p> <p>The paper for this meeting was written when OAT was in the process of transferring safeguarding data to the new system, which resulted in some gaps in data due to the format of information crossing to the new system. These have now been addressed and resolved.</p> <p>Action – Safeguarding NOISE Analysis - The National Director of Education to request that the Director of Inclusion update Item 1 to accurately reflect the actions that have taken place.</p> <p>The Chair confirmed to Trustees responsibility for additional remit of Trustee for SEND and Lead for Safeguarding and is actively looking to spend more time working with OAT to become more familiar with systems and processes in place within OAT Head Office and across the Trust.</p> <p>Action – Chair to work closely with the Director of Inclusion to become more familiar with the systems and processes within OAT Head Office and across the Trust.</p>	<p>RP</p> <p>JR</p>
<p>5</p>	<p>Primary data deep dive and actions</p>	
	<p>The Chair welcomed the Primary Director to the meeting.</p> <p>The Primary Director provided an overview of activities since joining OAT in September 2022 with focus on building and developing relationships with principals and staff within academies across the Trust and establishing the role of Primary Director within the Trust.</p> <p>Current priorities and activities were presented to Trustees including data systems, equity of curriculum offering, attendance and behaviour, and focus on improving outcomes for EYFS, KS1 and KS2.</p>	

	<p>The Primary Director also provided an update on risk academies, and what actions are taking place to address concerns.</p> <p>Questions / Comments</p> <p>Trustees were impressed with the amount of work completed over such a short period since joining the Trust and thanked the Primary Director for sharing such a comprehensive overview for primary provision.</p> <p>Trustees asked what support is being provided to support the Primary Director in delivering the action plans.</p> <p>The National Director of Education benefits from a strong team that includes input from Lead Practitioners, SEND Team and heads collaborate with each other and offer support.</p> <p>Trustees asked, as newly joining OAT, through your recent visits, what commonalities did you see that make them OAT school?</p> <p>The Primary Director believes that enrichment opportunities make a big difference, especially in smaller schools as they provide consistent opportunities for students regardless of location; OAT actively engages with Principals through communications and Forums and access to subject specialists is a real benefit for subject teachers. In addition, the OAT uniform policy for primary students is consistent across the Trust, which prepares students for when they transition through to secondary.</p>	
<p>6</p>	<p>Secondary data deep dive and actions</p>	
	<p>The Director of Secondary provided an update to Trustees on the roles of the newly formed team, giving an understanding of the processes used to inform risk management and subsequent school improvement activities.</p> <p>A large focus this term has been on training within the new team structure to create a consistent approach including SEND, Safeguarding, school inspections and sharing best practice.</p> <p>Questions / Comments</p> <p>Trustees thanked the Director of Secondary for the level of information provided.</p> <p>Trustees asked what strategy is in place to address staffing levels to support student targets, where staffing levels are an issue.</p> <p>The Director of Secondary confirmed that the National Director for People and Culture is reviewing this from a Trust perspective.</p> <p>Trustees asked if there are any key factors as to why attendance differs regionally.</p> <p>The Director of Secondary confirmed that it is difficult to pinpoint a specific reason for the difference, but more work needs to be done to share best practice.</p> <p>Trustees shared concerns regarding curriculum delivery, which was discussed more widely with attendees. The CEO confirmed that messaging on curriculum delivery is being presented to principals at the upcoming Principals Briefing in November to underline the requirements to all academies.</p>	

	Trustees thanked the Director of Secondary for providing such a comprehensive view of Secondary.	
7	AP data deep dive and actions	
	<p>The Director of AP and Special reflected on a year of change within the London AP academies after joining OAT in September 2021, and the work involved to support the transition during that period in terms of operational approach, sustainability and relaunching academies as OAT AP Academies, internally with staff and externally with schools and Local Authorities.</p> <p>Trustees were provided with an overview of activities and current priorities covering attendance, outcomes, plans for future sustainability, and creating and improving educational provision including plans for improving the educational environment for students.</p> <p>Questions / Comments</p> <p>Trustees thanked the Director of AP and Special for sharing the plans and were pleased to see the progress made over the past year.</p>	
8	Growth Strategy	
	<p>The CEO provided an update on growth opportunities with Trustees, highlighting that OAT is only exploring opportunities at present with a view to provide a further update to Trustees at the December Board meeting.</p> <p>Questions / Comments</p> <p>Trustees thanked the CEO for the update and expressed caution when looking to pursue growth in order to ensure that resources within OAT are able to support the additional academies.</p> <p>The CEO reassured Trustees that the process will be approached holistically to ensure that resource and capacity is assessed.</p>	
The next meeting will take place Thursday 9 February 2023		

Table of actions arising from this meeting:		
2	OAT's ITT – Clerk to request extraordinary Board Meeting to be convened December to hear the final case.	EP
4	Safeguarding NOISE Analysis - The National Director of Education will request that the Director of Inclusion update Item 1 to accurately reflect the actions that have taken place.	RP
4	Safeguarding/SEND - Chair to work closely with the Director of Inclusion to become more familiar with the systems and processes within OAT Head Office and across the Trust.	JR