

Minutes of School Improvement Sub-Committee meeting

Date:	9 February 2023	Time:	09:30 – 12:15
Location:	Teams	Clerk:	Emma Pemberton (Clerk)
Present:	Janet Renou, Committee Chair and Trustee Peter Murray, Founding Chair, Ormiston Trust Julius Weinberg, Chair of Trustees Paul Hann, Trustee Nick Hudson, Trustee and CEO		
In attendance:	Rob Pritchard, National Director of Education Sharon Warmington, Head of Governance		
Guests:	Wasim Butt, Director of AP and Special Academies Rebecca Berton, Director of Primary Paula Jones, Director of Secondary Diana Murray, Ormiston Trust		
Apologies:	Peter Komolafe, Adviser Karen Bramwell, Trustee		

	Item	Action
1.	Welcome and apologies	
	<p>The Chair welcomed all to the meeting and confirmed apologies received from Peter Komolafe and Karen Bramwell.</p> <p><i>Julius Weinberg experienced problems with connectivity and was unable to join at the start of the meeting.</i></p>	
2.	Review of minutes and actions from meeting 10 November 2022	
	<p>Minutes from the meeting held 10 November 2022 were reviewed and agreed to be an accurate and true reflection.</p> <p>Actions from the previous meeting were reviewed and update.</p> <p>The Committee confirmed no matters arising since the November meeting.</p>	
3	KPI Update (RP)	

	<p><i>Julius Weinberg joined the meeting following issues with IT connectivity.</i></p> <p>Ofsted</p> <p>The latest overview of Ofsted activity across the trust was shared with Trustees. It was noted that the new education structure, curriculum delivery and input from Lead Practitioners is having a positive impact within academies, and although there are still challenges faced by academies, the picture is positive moving forward.</p> <p><u>Comments / Questions</u></p> <p>Trustees congratulated all those involved in supporting the academies during the recent Ofsted visits.</p> <p>The National Director of Education thanked Trustees for their feedback and confirmed that work will continue to celebrate key successes and to work with Education Directors and academies to address concerns and development areas to help drive positive change, supported by individual action plans.</p> <p>KPI Update</p> <p>The National Director of Education provided update on current staffing, safeguarding and targets. Data shared on attendance, suspensions, permanent exclusions and persistent absence. Detail across primary, secondary and AP/Special to be shared later in the agenda to illustrate direction of travel for school improvement across the trust, reflecting the work taking place to inform and develop school improvement for the next few years in line with the OAT Strategy.</p>	
<p>4</p>	<p>Inclusion Update</p>	
	<p>The National Director of Education provided an update to Trustees on behalf of the Director of Inclusion, who was unable to attend the meeting, covering a range of priorities across the trust, including safeguarding, attendance, behaviour and SEND.</p> <p><u>Comments / Questions</u></p> <p>Trustees asked, in relation to attendance, to what extent, is this due to sickness?</p> <p>The National Director of Education confirmed that a large proportion of absence was due to illness, especially before and after Christmas; An example is scarlet fever, which had a large impact on academies.</p> <p>Trustees identified the correlation between attendance and behaviour across the trust, and the importance of the work taking place within the inclusion team to address this.</p> <p>Trustees asked what strategies are in place to help address behaviour across the trust?</p> <p>The National Director of Education confirmed that there are attendance and behaviour management processes in place within academies. Quality teaching is key to helping children to engage. The trust is working with academies, students, families and local authorities to engage positively with students.</p>	

	<p>Trustees asked what input the trust can give to behaviour outside of school.</p> <p>The National Director of Education confirmed that the trust works closely with local communities/agencies, as well as engaging with students via enrichment activities. Schools have become the hub of the community and has an important role to play in helping effect change on, what is, a national issue.</p> <p>Trustees seek reassurance that the Inclusion Team is linking to both primary and secondary leads.</p> <p>The National Director of Education confirmed that both primary, secondary, AP/Special and inclusion leads attend fortnightly 'Attendance, Behaviour and Exclusion Strategy Group' meetings, chaired by the Director of Inclusion, which focus on addressing key issues across the trust.</p> <p>Trustees acknowledged that academies across the trust may differ in their approach to behaviour. To what extent is there a common understanding on how to coach behaviour, or is it more individual?</p> <p>The National Director of Education accepted that there are currently differing approaches across the trust. There are a lot of commonalities across curriculum and assessment, but more work is needed in terms of behaviour to create a consistent approach, which is a key focus of the Inclusion Team.</p> <p>In addition, pedagogy will be key to develop key principles in teaching, which is a key focus of next conference in November.</p> <p>Trustees thanked the National Director of Education. The committee is pleased to see what progress is being made and how OAT is drawing on expertise across the trust to move forward. The positive impact of LP input and structural changes are evident to see and look forward to seeing this continue.</p>	
5	<p>IFT feedback / Alternative approach to ITT</p>	
	<p>The National Director of Education provided an update of the current activities taking place in terms of the future of OATs SCITT.</p> <p>Options available were shared with Trustees, including challenges, benefits and risks, which were discussed at length.</p> <p>Decision – The Committee recommends that this item be placed before the board for approval.</p>	
6	<p>Spotlight – Alternative provision</p>	
	<p>The Director or AP and Special Academies provided an update on the 7 key priorities for the four London AP Academies and special academy, Thomas Wolsey.</p> <p><u>Questions / Comments</u></p>	

	<p>The National Director of Education and CEO extended their thanks to the National Director of AP and Special Academies for the breadth of work taking place on alternative provision. The work taking place has helped reduce the number of permanent exclusions across the trust.</p> <p><u>Questions / Comments</u></p> <p>Action - Trustees requested that the National Director of AP and Special Academies look at the long-term proposition for OAT within the wider London area, and to provide an overview at the next SISC meeting.</p> <p>Trustees are pleased with the progress and improvements taking place across the trust in terms of AP and thanked the National Director of AP and Special Academies for the comprehensive overview.</p>	<p>ND of AP & Special Academies</p>
<p>7</p>	<p>Spotlight - Secondary</p>	
	<p>The Director of Secondary provided an overview of achievements, current priorities, school improvement and quality assurance that is provided by OAT to academies.</p> <p><u>Questions / Comments</u></p> <p>Trustees asked for more information on how the local Governing Body fits in with the work taking place within academies.</p> <p>The Director of Secondary confirmed that there is further work to do in this regard to help build relationships. Actions to improve this are taking place via forums, termly briefings and largely via SPBs but other options are being investigated.</p> <p>The way in which OAT reports to LGBs could be improved to provide more consistency, using national benchmarks and clarity of information.</p> <p>The Head of Governance put forward that there are plans to improve reporting to LGBs so that key data is shared consistently, and governing bodies can question and challenge where necessary.</p> <p>Trustees are excited to hear of the programme at Cowes, linking the academy to the maritime industry, and that the curriculum has been adapted to include this. What options are there to expand this approach across the trust?</p> <p>The Director of Secondary confirmed that a visit to the academy is planning to look at how this approach could be adapted for other academies across the trust, identifying best practice and looking at the wider curriculum.</p> <p>Trustees asked, in terms of recruitment, is OAT looking at other ways to recruit staff and to differentiate ourselves from competitors?</p> <p>The Director of Secondary confirmed that work is taking place with marketing to address the challenges that OAT faces within the employment market. OAT's recruitment strategy needs to be strong. By working with schools to be achieve their best, we become an attractive organisation to work for.</p> <p>The CEO confirmed that, as an organisation, OAT needs to rethink its approach to recruitment and how roles are marketed via social media. A more contemporary</p>	

	<p>approach may be needed. The process is under review by the National Director of People and Culture.</p> <p>Trustees asked if OAT would look to engage again with overseas recruitment.</p> <p>The National Director of Education confirmed that OAT had much success with this in the past, but the recruitment process had stalled due to the pandemic. It is now under review.</p>	
8	Spotlight - Primary	
	<p>The Director of Primary gave an overview of current priorities in relation to primary academy support, school improvement and quality assurance that is provided by OAT to academies, whilst also detailing key risks and priorities for individual academies.</p> <p><u>Questions / Comments</u></p> <p>The National Director of Education commended the Director of Primary for impact achieved within primary since joining last September, especially through the support provided to more vulnerable academies. The input across primary has had a big impact.</p> <p>The National Director of Education also confirmed that the Director of Primary has also provided a large amount of support to the trust in exploring growth opportunities across the primary sector.</p> <p>Trustees thanked the Director of Primary for providing such a thorough update, which clearly illustrates the positive progress being made across primary.</p> <p>Trustees thanked all attendees for the input into the meeting and believe that OAT is moving in the right direction, having consistent values and standards across the trust. The new leadership structure is working well, and it is good to see the positive benefits of this showing in results and Ofsted.</p>	
<p>The next meeting will take place Thursday 22 June 2023 via Teams</p>		

Table of actions arising from this meeting:		
6	AP - Trustees requested that the National Director of AP and Special look at the long-term proposition for OAT within the wider London area, and to provide an overview at the next SISC meeting	WB