

Meeting of the OLICAT Directors
Minutes
17th March 2021



Attendees: Christopher Donnellan (left 6.45) Catherine Leong (joined 6.30), Joe Burns, Bill Nelson, Rob Hill, Anna Kilsby, Tony Bishop, Andrew Waterhouse, Sue Robinson, Lorraine Cullen, Bernie Grimley

Agenda item	Key information
<p>1. Declaration of pecuniary interest/conflict of interest arising from agenda</p> <ul style="list-style-type: none"> • Verbal from attendees. No items raised. 	
<p>2. Minutes and Matters arising</p> <ul style="list-style-type: none"> • Draft minutes of meeting accepted as a fair record. • CD extended thanks to AK and RH who have reached the end of their one year appointment. 	
<p>3. Safeguarding</p> <p>a. Any critical issues arising Confidential item on agenda</p> <p>b. Covid 19 update TB reported return to school commenced on the 8th and has gone well. Schools are drawing on prior experience and has been a case of updating documents and procedures. All year groups are now back, with secondary as a phased return to allow for testing. We do have some staff still shielding, but as we have developed teaching via teams some are teaching through teams into the classroom. We anticipate nearly all shielding will be back after Easter. We have had staff with positive tests recently but numbers are low and being managed in schools.</p> <p>Secondary students are being tested at STMS and TBCS which are now reaching the end of the process. This has been challenging for both schools in terms of facilities, training, staffing, logistics, consent and some issues with staff absence. We do have students out with positive tests and isolations, particularly TBCS in y10. Secondary now move to home testing.</p>	
<p>4. Trust Position</p> <p>Position documents: TB outlined these documents have been produced to give a termly summary position for both directors and diocese. This is the a new step and will develop, so questions and feedback are welcome.</p> <p>a. Catholic Life BG presented the position document on Catholic Life across the Trust. Key elements highlighted:</p> <ul style="list-style-type: none"> • The framework we're using reflects the S48 framework as they need to dovetail. 	

- Process encompasses ongoing conversations with HTs to reflect on last inspection pros and cons and current direction of travel. Catholic Life development is ongoing, and then question is how do we support with CPD. Catholic Life is expressed in the overall values held and promoted by the school and the prayer life of community and feeds through the whole life of school in behaviour, conduct etc.
- Second step is to support RE within schools through CPD and working with key staff including Chaplains and deputies, in close conjunction with NORES.
- Next steps need to come out of a Trust vision that is Gospel based and lived.
- SJR is currently of most concern as it went into RI in June 2019. The action plan is being monitored with Ann Marie and looks at RE with HoD looking at how this is taught across the school as a whole.
- RH agreed this seems to be a sound approach to give visibility to each school and where they're going. [RH questioned how chaplaincy works as a model in the various schools.](#)
- BG explained we are reflecting on the various models . In TBCS the chaplain supports the local primaries rather than direct involvement as we wish to develop leadership rather than reliance. [BN questioned if we are aiming for a coaching model over an intervention model.](#) BG confirmed it is a model we'd like to develop and will cost a future paper.
- [JB questioned how chaplaincy was currently funded across the schools.](#) BG confirmed in Nhants all contribute, in Bedford STMS pay for 4 days/week and the two primaries pay someone for a small number of hours per week. Corby/Kettering in one school they have one day/week and the others the heads try to lead. This area has the greatest need of a framework.

b. School Improvement – Primary

LC presented the position document on Primary School Improvement across the Trust. Key elements highlighted:

- Most important takeaway is direction of travel is right for all schools, some faster than others. We are using different approaches as needed tailored to each school, and reviewing where approach needs to change.
- School engagement is very positive. Initially with reading it was hard to get a foothold, but following training this has picked up.
- The School Improvement team will need to keep circling back to areas we've already launched such as the impact of PP plans put in place.
- Onsite T&L reviews are planned for Apr/May looking at the impact of PP, strategic planning, curriculum intent, provision for reading and impact on standards.
- Some schools are excellent in using data to inform, others less so. We are taking a new approach to data management with St Brendans piloting. It combines summative and formative assessment and will be ready for September. Next year we will focus on quality of assessment.

- Identified in the report where each school is likely to be and meetings with heads this term to discuss prior inspections and refocus attention with readiness in mind.
- St Marys may drop on inspection from good but the head was aware on taking on the school.
- St Edwards should move from RI to good.
- TGS position is much stronger and should move from RI to good.
- Other schools it is too early to make a sound evaluation.
- OLWel is a separate known issue with a significant level of resource going in to address the inadequate rating. Likelihood is RI as it currently stands.
- There is a lot of work to be done across all schools further developing middle leadership teams.
- RH asked for elaboration regarding concerns flagged at SJR on a toxic culture. LC explained it is something we are aware of and a long entrenched issue the current head is challenging, but there is constant challenge to the head. The head knows where the school needs to be and is determined to reach this. Plan after Easter is for a mentoring programme for those staff where behaviour perpetuates a toxic culture. LC stressed they are a minority and emerging leadership team is growing in strength. BN observed this is reflected in the wellbeing survey in staff perceptions, and there are staff led techniques employed in business that could be utilised. LC elaborated we need to understand further where this culture comes from – is it from past issues with workload and balance and how those were approached, or is it a mechanism to resist change or control the environment.
- LD queried if the wellbeing data could segment responses by tier/type of staff. LC confirmed there were further layers of drill down available. BN noted this gives a baseline from this point.

b. School Improvement – Secondary

BG presented the position document on Secondary School Improvement across the Trust. Key elements highlighted:

- Beginning with TBCS, this is a school with a young, and in many ways inexperienced, leadership team. We have been working alongside them including shadowing with STMS and St Pauls, role of leadership in T&L and 6th form learning walks.
- Large amount of work done on curriculum and this is now clearly expressed on the website. Work now is on implementation, and developing from teacher as expert delivery that can be quite a passive learning model to collaborative learning models.
- School has been enriched by a high range of CPD including heads forum, deputy heads meetings, programme of succession planning and training and investment in ML becoming SL qualifications.
- School review was positive but did identify the passive learning. This is consolidation of a number of years work, behaviour particularly. A deep dive with external and middle leads and HODs (intent and implement), went well with just one department needing additional support.

- Increasing numbers identified as coming into the school from 2021 with 10 new staff appointed (7 NQTs). Highlighted need for planning support for those teachers.
- Outcomes – school is moving forward with progress and attainment. 2020 teacher assessed results are being used as aspirational and motivating. There is a question around this being realistic.
- GCSE concerns in Music, Performing Arts and RE have been addressed. Music has a new HoD, the RE HoD has moved to mainscale teaching and Performing Arts is on a new GCSE framework.
- A level shows a big jump due to teacher assessment, but there is no upper 6th currently. Heavy recruitment drive has taken place and initial view is it has been successful.
- BG is on site 2 days/week supporting. We remain mindful of OFSTED action points.
- Population is boy heavy which reflects on boys achievement. Addressing passivity in learning will help.
- Nathan Wells Pupil Premium work has been very supportive and we are now looking at the impact of what has been done with a new action plan in place.
- Since OFSTED we have a new SENDCO who is addressing things more effectively.
- Progress has been made against OFSTED over the past 3 years, particularly on behaviour. However we need to be aware a tight SLT led behaviour system can limit taking risks in teaching.
- BN reported he does quite a few business turnarounds/coaching at senior level and has some business orientated documentation that might be of use/adaptable. **BG/BN to have further conversation**

STMS

- STMS has an established leadership team with one recent addition to build capacity and split the behaviour and safeguarding functions. Last inspection was 10 years ago, one person on the team being in place then.
- Large number of courses/mentoring on stepping into leadership, T&L and active teaching and learning. More risks are being taken. Coaching relationship in place with deputy, and regular meetings with head.
- Curriculum statements have been in place for a while now and are being reviewed with a new lense.
- The Head works collaboratively with his leadership team.
- Initiatives have been enriched by trust involvement – PP, reading.
- There is a well established wellbeing forum for staff and students. Workload initiatives and new developments go through a 'sieve' before being launched and this has enabled initiatives to go through.
- HoD review/deep dives in collaboration with St Paul's and TBCS were well received.
- Peer review of sixth form has identified issues that have been acted on, including curriculum.

- Progress is steady/consistent and 2020 is the anomaly. Attainment is also consistent. When the school originally reached outstanding the data was stronger. School would probably be a good, but with outstanding elements.
- A level has is an issue for T&L and attainment. Action plan has been implemented but is still an ongoing issue.

Invite Nathan Wells to future meeting.

c. Wellbeing survey feedback

TB gave the background and rationale for the wellbeing survey. Initially it came out of the various wellbeing groups operating in schools and we looked at how we could do something anonymous and easy to access. As a result we went through a third party to Edurio so we can't see named responses at all as we felt it was important to encourage openness and anonymity. Whilst the current circumstances are far from normal it is important to know where we are now.

Key points raised:

- Any information derived is against the backdrop of an unconventional year where we believe we have made progress.
- Dashboard has a drill down for data evaluation.
- School level reports have gone to LAC chairs. Reports here are all schools and RAG rated.
- In meeting with Edurio they stressed this is a positive picture. At 50% engagement is considered high, and even the least positive responses are neutral with little to no negativity across the whole survey. No significant problems were identified.
- Individual schools have some specific concerns to address, but these are minimal.
- Trust responses are neutral and we can drill down to look at purely SLT responses as they have a much clearer idea of benefits of being in a trust, where to go for support, goals etc. This reflects how we've had to work on line through SLT. Feeling is we need a holistic communication plan which we are revisiting now to ID key stakeholders, frequency and channels.
- Schools are being asked to respond to staff with an action plan recognising what has been said and how they are responding to it.
- 2 more surveys planned this year based on actions coming out of this survey.

LD was it a purely quantitative survey? TB confirmed there was also opportunity to comment on just about every section, but most staff didn't. Where there are comments they are anonymous and passed on to Heads.

CL noted wherever possible staff need to be encouraged to engage with processes like these as are one of the few ways their voices will be heard and feedback acted on. LC confirmed we believe there will be more engagement next time as heads recognise this is important and something they have to act on.

BN we recognise these are good points and action important. However we need to ensure participation (enforced) is separate from engagement. This is a good basis to start from.

<p>5. Finance</p> <p>a. SR presented the finance report. Key points noted:</p> <ul style="list-style-type: none"> • Draft budgets are all in. In the last month we have met with all schools bar 1 on the monitoring report. Meetings now with LAC chairs. • A small number of budgets are of concern at this stage, but are being addressed. • All CiF projects are now underway. We're still waiting to hear on what condition allocation funding we'll receive but we are anticipating c600k. • Trust 'head office' accounts included with documents submitted. • Reserves position and spend against noted. • OIWel grant received now. Also ring fenced capacity funding for Olwel and former St Lukes trust. <p>b. SRMSAT</p> <p>SR outlined this is a process comparable to benchmarking. Initially it was only done for four legacy schools but the rest have been added to get a whole trust picture. This information is used to benchmark and RAG rate us against other trusts.</p> <p>Explanations are included for red areas. 2 to revisit – premises expenditure. CiF expenditure has gone into premises expenditure so we will revisit and remove capital items for submission and re-review (SJR and STMS).</p> <p>Other red areas have narratives and we expect to drop to amber next year. RH will this go to all schools? SR confirmed it will, now directors have seen and agreed. Directors confirmed they agreed the SRMSAT for submission.</p> <p>c. Expenditure approvals</p> <p>SJSG has a 37k PE grant to spend before August (extended covid deadline). Request submitted to spend on the swimming pool. RH have they been saving PE grant up? SR confirmed understandably it has been difficult to spend but we need to be careful about clawback and clear on websites how it is spent. Directors approved spend.</p>	
<p>6. Confidential item</p> <p>Not disclosed in main minutes. See part B.</p>	
<p>7. AOB</p> <p>BN in relation to item 6 and recent personal experience it would be opportune to review the complaint policy to ensure it is robust. Confirmed the policy follows DFE guidelines but would be reasonable a year into operation.</p> <p>Scheme of delegation documents approved, with reservations noted over accessibility and quality of document.</p>	