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## Meeting of the Oldham Learning Foundation Board

Wednesday 11 November 2020 Via Microsoft Teams at 9.30am

<b>Present:</b>	James Kempton	Director and Chair
	Jane Acklam	Director and Vice-Chair
	Helen Arya	Director
	Mary Garvey	Director
	Rob Higgins	Director
	Gerard Jones	Director
	Gillian Kay	Director
	Councillor Shaid Mushtaq	Director
	Anne Redmond	Director
	Helen Rowland	Director
	Tony Shepherd	Director
	Nicola Underdown	Director
<b>Also Present:</b>	Adrian Calvert	Chief Executive Officer – Oldham Learning
	Jon Abbey	Camden Learning
	Stephen Betts	Learn Sheffield
	Jackie Deffley	DfE
	Samah Khalil	Youth Mayor
	Clare Cheetham	Oldham Learning Senior School Improvement Advisor
	Helen Hampson	Oldham Learning Senior School Improvement Advisor
	Catherine Murphy	Programme Manager, Oldham Opportunity Area
	Carol Hyde	Clerk to the Oldham Learning Foundation Board



## 1 Welcome and Apologies

The Chair welcomed all present and informed everyone that Stephen Betts, Learn Sheffield and Jon Abbey – Camden Learning will be joining the meeting. The Chair then introduced Jackie Deffley DfE who has joined the Opportunity Area team and Samah Khalil, Youth Mayor.

Apologies for absence were received from Sara Zagorski.

## 2 Minutes and Register of Business, Pecuniary and Personal Interests.

Board Members were asked to complete and sign the documents for the register declaring any business, pecuniary and personal interests relating to companies (goods and services) or personal relationships with pupils, volunteers and members of staff associated with the school where a matter may be discussed at the meeting.

No further declarations were made.

The CEO commented that there are still several declarations of business, pecuniary and personal interests forms that have not been received. The Chair requested that these be completed immediately and returned by Friday 13 November 2020.

**ACTION:** All Oldham Learning Foundation Board Members

## 3 Agree Any Other Urgent Business

There were no items of Any Other Urgent Business to discuss.

## 4 CEO Appointment Update

The CEO informed the meeting that the advert for the Chief Executive Officer role is now advertised on Greater Jobs from Friday 6 November 2020 and that he had had several conversations from interested individuals from inside and outside the borough.

The following are the agreed dates:

Closing Date: 23 November 2020 at 12pm

Shortlisting: 26 November 2020

Interviews: 7 December 2020

The panel is as agreed at the last meeting with the addition of Gerard Jones and Cllr Shaid Mushtaq as required by Oldham Council (the employing authority) due to the grading of the post.



Directors agreed that there is a need for a strong leader and for that person to have credibility.

**ACTION:** Directors

## 5 School Improvement Model and the Role of Oldham Learning

Stephen Betts, Learn Sheffield referred to his report which had been circulated prior to the meeting and outlined some of the more salient points as identified below.

### Communication

It is important not to scale back on pace or ambition further than has already been the case due to Covid but the format, timing and tone of communication from January 2021 needs careful consideration.

When considering these messages, it should always include reference to our understanding that the sector-led partnership model is being developed because we believe it to be the strongest approach to improvement. It is sometimes tempting and easier to explain the model in terms of expediency or deficit.

### Statutory School Improvement (from September 2021) - LA Functions and Resources Delegated to Oldham Learning

The implication is that OL should work with stakeholders to develop a School Improvement Strategy during the spring term of 2021 ready to launch in the summer term ahead of September 2021, potentially for a two or three year period. The development of this strategy can be informed by the work this autumn but the opportunity to co-construct the final strategy alongside schools and academies is significant for the new OL CEO.

The School Improvement Strategy will include:

- how OL will understand and describe improvement need (in settings and the local area) through categorisation and analysis;
- how OL will understand and share improvement capacity (in settings and other partners) through the categorisation process and other mapping of capacity and resources;
- what mechanisms OL will use to match and broker capacity to meet need;
- how this will sit within a strategic framework which is consistent with all duties and the education landscape;
- how OL will be accountable.



### **Wider School Improvement (Traded) Offer (from September 2021)**

The key message from the conversations with school leaders is the need for this offer to be flexible and quality assured. Many school leaders talked about a 'pick and mix' or 'buffet' style approach where there is 'something here for every school regardless of governance or the position of the organisation'. *Comment was made that this needs to be quality assured.*

It is also worth noting in this context the step that is being made in offering a traded offer and the different relationships and expectations that this creates. One school leader described this as the 'difference between having an offer that nobody could disagree with as opposed to one which schools and academies will actively engage with and commit to'. *Comment was made that there may be different expectations of the traded offer.*

When considering priorities which feed into the OL offer, we need to think about the difference between priorities in an OA and those in an organisation such as OL. Whilst OA priorities set the parameters for funding decisions within a fixed time period, OL may wish to also identify additional longer-term priorities which seek to develop system culture and activity that provides a cycle of improvement for the system ('every year' content).

Stephen Betts continued his presentation and explained a potential model for OL which included:

- Core offer – traded offer.
- Wider offer – school improvement.
- Statutory school improvement offer.

*Tony Shepherd spoke about the wider offer from September 2021 and the number of areas that the LA may consider transferring to Oldham Learning. Some areas e.g. governance have not been consulted on and are all examples in the report are exemplar to support discussion of the possibilities.*

The Chair asked directors for their view on the model presented by Stephen Betts.

*Jane Acklam commented that as this is draft 1, the Oldham context needs adding. Jane also mentioned that she was not sure about the 6-month improvement offer for this year. Jane also explained that she was concerned over Covid19 and teachers/schools unable to take on new concepts.*



*Helen Rowland stated that a six month try out for free is a great way to hopefully bring people on board for the future.*

*Rob Higgins mentioned that there are some easy things to do, without bandwidth from school leaders.*

*Nicola Underdown added her thanks to Mr Betts for his presentation and for school leaders for participating in the survey/consultation. Nicola stated she would try to align with the DfE.*

*Mary Garvey commented that the costings need to be right.*

*Helen Arya mentioned that the traded services need to be considered and OL needs to consider using procurement.*

The Chair felt it is beneficial for Oldham Learning to have a Teaching School hub based in the locality and that OL makes representations to DfE to this effect.

**ACTION:** Chair

Nicola Underdown stated that she and Sara Zagorski would recuse themselves from this issue.

**RESOLVED:** that the information be received and noted.

## 6 The Outcomes Framework - Presentation and discussion

A copy of the Outcomes Framework had been circulated prior to the meeting for director's information.

Jon Abbey took directors through the following:

- System health check.
- Accountability to self and peers.
- Three cornerstones of the outcome's framework.
- Draft outcomes to be delivered.

Oldham Outcomes (Draft) shows the outcome and how the outcome will be delivered in each of the following areas:

1. Teacher recruitment, retention and development
2. System Leadership,





3. Curriculum Leadership
4. English Literacy and mathematics
5. Digital learning in Oldham (primary and secondary and post 16)
6. Covid Disruption and the implications for Oldham Learning

Jon Abbey explained to directors how the Oldham Outcome Framework – Highlight Report would be used.

*Cllr Mushtaq expressed his concern over examination performance type targets/benchmarks which can lead to unintended consequences and decision being made to meet these targets rather than the best choices for the pupils.*

*Helen Arya stated that we do need targets for EDI (Equality, Diversity and Inclusion). It would be useful to be pro-active in the recruitment strategy to ensure that the diverse community of Oldham is represented and the context we work in is fully understood.*

The Chair commented that this had been a useful piece of work to feed into the decision making and that there needs to be more thinking around outcomes as well as measures/impact.

The Chair thanked Jon Abbey for his presentation.

**RESOLVED:** that the information be received and noted.

## **7 Digital Learning – information on the digital commission and proposals for action (decisions to be made under item 9)**

A copy of the Digital Learning in Oldham document had been circulated prior to the meeting.

Louise Astbury took directors through her report explaining about how the Digital Education Audit was designed to find out how school leaders are responding to the challenge of remote learning and what schools are doing to address key issues.

The report will support Oldham Learning in identifying ways of working with schools and other partners.

Louise Astbury described the Digital Survey to directors which was started just after the commencement of the academic year.

- 7.1 The Survey had been completed by Headteachers and SLT with responsibility for CPD and/or Digital Learning sent to all Oldham schools/colleges in a range of educational phases and settings across:





- Primary schools
- Secondary schools
- SEND
- Alternative Provision
- 16-19 Provision
- Survey sent to all schools for distribution to parents/carers.

7.2 The three lines of enquiry suggested by Oldham Learning were:

1. What role can digital technology and investment play in improving outcomes for children and young people in Oldham, in the light of ongoing disruption due to COVID19, but also in a changed landscape post-COVID?
2. How might the Opportunity Area via Oldham Learning most effectively invest to improve outcomes in the academic year 2020-21?
3. How can schools be supported to develop effective practice in remote and blended learning?

7.3 It was noted that Digital Learning is not included in the Early Career Framework or other documents recently created and disseminated by government. This means that there is a digital skill set which teachers lack.

7.4 Louise Astbury brought to everyone's attention the lack of suitable devices for pupils and the issues such as:

- Access to appropriate IT at home (i.e. not just a phone).
- Ensuring children have the skills to access Google Classroom/Teams.
- Pupils access to the internet.
- Access to suitable ICT provision, support and structure at home, confidence with learning independently.
- There is also the challenge of meeting the meetings of a cohort with some students learning in school and some at home without doubling staff workload.
- We did not have access to an online learning platform and a high proportion of our learners either have no access or limited access to digital equipment and broadband.
- Managing blended learning and apathy of some pupils to home learning access to enough IT in the house, a small but significant group with no access at all, parental support of learning.





- 7.5 Louise Astbury suggest there be four Digital Champions per secondary school and two Digital Champions per primary school.
- 7.6 It was suggested that all schools read and use the EEF evidence base as standard.
- 7.7 Louise Astbury highlighted the recommendations on pages 18 and 19 of her report which were broken down into the three areas of responsibility:
- Schools
  - Oldham Learning
  - Oldham Learning/Oldham Council
- 7.8 The Chair thanked Louise Astbury for her presentation and opened the floor to questions/comments from Directors.
- I. Tony Shepherd spoke about the costs involved and contacting the tech companies in Oldham and Greater Manchester to try and obtain refurbished devices as costs are rising. Tony also commented that Oldham Learning needs to know what digital items schools have and their infrastructure.
  - II. Ian Walsh stated that computing support would be needed and staff capacity to get primary schools to be where they need to be.
  - III. Gerard Jones asked what is our vision? As well as moving beyond react mode and is blended learning the normal way forward?
  - IV. Helen Rowland commented about the use of Microsoft Teams and the training undertaken in schools over the summer. She also mentioned about joining lessons live and some pupils not having devices. Helen stated that schools must start with staff and getting digital champions in school.

**RESOLVED:** that the Digital Learning report recommendations be approved and adopted.

**ACTION:** CEO

## 8 Financial Update

A copy of the Oldham Learning Finance Overview (November 2020) and Oldham Learning Finance for 2020-2021 were circulated prior to the meeting for director's consideration.



AC explained to directors the budget overview for November 2020 and outlined the commitments identified in the Oldham Learning Finance for 2020-2021. This showed a carry forward of £305,769.96 if agreed at this meeting.

**RESOLVED:** that the information be received and noted.

## 9 Proposed New Commissions – Summary Document

A copy of the following documents were circulated prior to the meeting:

- New Commissions Proposals November 2020.
- Secondary Teacher Development including costings 2020-2021.
- Summer Reading Challenge – Integrated Approach.

The meeting was asked to agree the proposals within the issued documents with one change to increase the funding by £10k to £83k for the secondary proposals and hence reducing the agreement in principal for additional CPD and School to School Support to £90K. Discussion took place about the body of proposals.

*Helen Rowland asked why there several secondary proposals, and this was not offered to primary schools?*

AC commented that secondary heads had put these proposals together based on the priorities of Oldham learning, he also commented that previously more funding had gone into the primary sector, so this year does require more spending in the secondary sector.

Nicola Underdown raised the need for clear outcomes and targets to be agreed if the meeting agreed to these proposals.

### 9.1 New Commissions Proposals November 2020

**RESOLVED:** that the following proposals be agreed in principle, subject to detailed proposals being agreed at the next meeting:

- I. Research School Proposals 2020-2021 is £39,200.
- II. Primary Subject Networks is £21,000.
- III. School to School Support Packages & Bespoke CPD for schools - £90,000 with specific agreement for the following items in 9.2, 9.3 and 9.4 below.

### 9.2 Digital Learning





- RESOLVED:**
- I. The proposal for primary, secondary and SLE support was agreed to a total value of £35,520;
  - II. Additional funding was made available to a value of £82,500 to support the purchase of equipment on the agreement that further research needs to take place and a decision-making process being agreed.

### 9.3 Secondary Proposals – Detailed Paper

- RESOLVED:**
- I. that the financial funding for the Secondary Proposals is increased by £10k to £83k and;
  - II. that the Secondary Proposals paper is agreed, with recognition that the needs of primary colleague's are not ignored and met through the funding in principal for CPD.

### 9.4 Summer Reading Challenge – Detailed Paper

**RESOLVED:** that funding of £9,000 is agreed.

**ACTION:** CEO

## 10 National Tutoring Programme

The Chair spoke to directors about the National Tutoring Programme that has been announced by the government. The Chair stated that from the OA perspective it is not overly successful and is there anything else we should be doing?

Nicola Underdown commented that the OA is happy to help to further promote the National Tutoring Programme to Oldham schools.

**RESOLVED:** that the information be received and noted.

## 11 Contextualisation – the roles of the team

**RESOLVED:** that the information be received and noted.

## 12 Final Versions of Documents from the previous meeting (Membership, TOR) and Code of Conduct





A copy of the amended documents and the new document for the Code of Conduct were circulated to directors with the agenda:

- Foundation Board Membership
- Oldham Learning Terms of Reference.
- Oldham Learning Code of Conduct.

**RESOLVED:** that the Foundation Board Membership, Oldham Learning Terms of Reference and Oldham Learning Code of Conduct be approved and adopted.

### 13 Confidentiality

There were no items of confidentiality to discuss.

**RESOLVED:** that the next meetings of the Oldham Learning Foundation Board be held on:

Tuesday 8 December 2020 – 2:00pm to 3:00pm via Microsoft Teams.

Friday 22 January 2021 – 9:30am to 12:30pm via Microsoft Teams.

**ACTION:** CEO/Clerk/Oldham Learning Foundation Board Members

### 14 Any Other Urgent Business

There were no other items of urgent business to consider.

(There being no further business, board members were thanked for their attendance and the meeting was declared closed at 12.32pm).

Signed: \_\_\_\_\_ Chair

Date: \_\_\_\_\_

