



Registered address: Cheney School, Cheney Lane, Oxford, OX3 7

Community Schools Alliance Trust – Meeting of the Trustees

Approved Non-Confidential Minutes of the meeting on Monday 4th February, 5pm at Cheney School

In the Chair:	Liz Bell
Present:	Bridget Durning, Ian Busby, Jolie Kirby (from item 3), Ann Childs, Pat O'Shea
In attendance:	Maurice East (Chair, Bayards Hill Chair of Governors), Charlotte Broom (Cheney School, Assistant Head), Rachel Medley (Bayards Hill Headteacher), Richard Stamper (Cheney School, Chair of Governors), Louise Elias (Cheney School, Assistant Headteacher), Chris Honey (CSAT, Head of Estates), Lynn Douglas (Member), Rupert Moreton (Cheney School, Headteacher), Gemma Jennings (GJ, Clerking)
Apologies:	Liz Nuttall

	Minutes
	Part 1
1.	<p>Apologies for absence and declaration of interest</p> <p>Apologies for absence were received from Mrs Nuttall</p> <p>No declarations of interest were received for items on the agenda</p> <p>The meeting was quorate.</p>
2.	<p>Minutes of the previous meetings 3rd December 2018 (5 minutes)</p> <p>Minutes of the Annual General Meeting on 4th December were reviewed and agreed as a correct record, subject to the following amendments:</p> <ul style="list-style-type: none"> i) p.1, list of attendees Mr Carter's job title to be amended from 'Trust Senior HR Manager' to 'Trust Senior Finance Manager' ii) p.3, item 4: Inclusion of parental questions raised about the role and value for money of the CEO <p>The minutes of the Trustees meeting of 4th December were reviewed and approved.</p>
3.	<p>Action Grid (5 minutes)</p> <p>Trustees reviewed the action grid and confirmed completed items as discharged. An update was presented for all ongoing items.</p>
	Items for Information
4.	<p>Site Update</p> <p>The Site Manager presented an update on site and premises (reports circulated with agenda). The following key points were raised:</p> <ul style="list-style-type: none"> - The need to use some of the school reserves on the final Brighthouse building works was discussed (£54,000). Reasons for this, as outlined in the report, including legacy budgeting issues, were noted. - Trustees discussed the plans for housing site allocation at Bayards Hill, the need for which had now



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	<p>been recognised by the local authority. Trustees questioned what the footprint for the development would be, and whether or not this would be limited to the brownfields site. Mr Honey to confirm details with Trustees with via email.</p> <ul style="list-style-type: none"> - Plans for future works and funding applications were outlined and discussed. It was noted that immediate priorities included asbestos management and heating issues in Wainwright and Chadwick. It was highlighted that a bid for emergency to resolve the Chadwick heating would be submitted by 8th March. The changing requirements and processes around school funding were noted, highlighting this had become increasingly competitive and low interest loans were being promoted as an alternative. Trustees questioned how the issues would be resolved if funding was not granted. It was noted that this could have implications for the school reserves, although in the meantime short term ‘band-aid’ measures were being applied. - Ongoing concerns regarding the asbestos management plan at Bayards Hill were highlighted, and it was noted that the school was continuing to work with the council to resolve the issue. - Progress against the Trust’s letting targets were highlighted, noting that annual income targets had already been met and that new income generating possibilities at both schools were being investigated and pursued, including hosting foreign students and the potential implementation of a nursery provision at Bayards Hill School. - A proposal was presented to take on additional staffing resources within the Site Team to secure important skills and capacity, particularly in light of upcoming expansion plans and large development projects. Trustees noted that such a proposal would require a change to budgeting structures and would therefore require close review by the Pay and Audit Committee. Trustees requested that a detailed business case as well as person specification and job description be developed and presented to the next Pay and Audit committee meeting. Mr Busby and Mr Honey to discuss specifics on required papers prior to meeting.
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Items for Discussion	
5.	<p>Academy Reports</p> <p>Mr East, Chair of Bayards Hill Local Governing Body, presented an academy update (papers circulated with agenda). Trustees discussed the report and the following key points were raised:</p> <ul style="list-style-type: none"> - Progress against SIP targets were outlined and discussed, noting that key concerns were comparative attainment of vulnerable groups and year six attainment, which, according to current projections, would not meet floor standards. Investment and work into these areas was noted as ongoing. Key areas of progress was noted as quality of teaching, which was moving towards a Green RAG rating and effectiveness of leadership and management, with a key focus now on supporting middle leader development. It was noted that implementation of Arbor was progressing well, and was helpful for Governors to drill down into figures and closely interrogate school data. - Changes to governance structures were outlined including collapsing the Pupil Standards committee to ensure a Governing Body-wide focus on issues around attainment as well as the appointment of a Governor with a strong financial background to develop expertise in this area. It was noted that a number of Governors’ terms of office would soon be expiring and recruitment would be required, particularly to focus on Governors with strong educational expertise. It was noted that Governors were working to improve Governing Body standards, and were targeting the Governor Mark Award. - Areas of high risk for the school, were highlighted as the appointment of a new Headteacher, attainment at Key Stage two and asbestos compliance. - It was noted that school would be due an Ofsted inspection in October, but may come earlier given the appointment of a new Headteacher. Progress and attainment continued to be high priorities for Governors and Governors were working closely particularly with middle leaders to check and challenge. <p>Mr Stamper, Chair of Cheney School Local Governing Body, presented Cheney School’s academy report</p>



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(reports circulated with agenda). The following key points were raised:

- Progress against SIP targets were generally rated as 'amber'- although progress overall was strong, although it was still too early to clearly identify whether the targets would be achieved fully. It was highlighted that the school would need to look carefully going forward about how milestones against overall SIP targets would look through the year to enable better monitoring. It was also noted that going forward Governors were looking to be involved in the SIP development at an earlier stage in the year. Trustees questioned whether Bayards Hill Governors had been involved in setting the SIP. This was confirmed.
- Key issues and areas of strength in governance was discussed, including good operation of Link Governors and engagement of Governors within the school, working with middle and senior leaders. The recent appointment of parent and community Governors was noted.
- The recent issues around the school's league table position were highlighted and discussed, noting that the school had been aware that this would become an issue when the curriculum was change but that it had been strongly felt the decision reflected the best interests of the pupils. It was noted that the school had been actively managing the communication around the issue, and may be featured in an upcoming academic study.
- Student numbers were discussed, noting particularly decrease in Sixth Form entries (94 down from 135), impacted by strong local competition, likely to further increase with the opening of the Swan School and comparatively weak results at Cheney.
- Trustees discussed the recent reviews at Cheney School (focusing on vulnerable learners and the Sixth Form). Key findings of the vulnerable learners review were noted, including persistent poor attendance, inconsistent application of quality first teaching as well as marking and feedback. Plans and recommendations to approach these issues were noted, including appointing a member of staff to liaise with the families impacted by poor attendance, close work with middle leaders on teaching, marking and feedback as well as work develop the interim targets of the SIP.
- Key findings of the Sixth Form review were presented and discussed, noting particularly the improvements in attendance and culture for independent learning. Trustees questioned whether there had been any specific recommendations made regarding quality of teaching in the Sixth Form. It was noted that this had focused predominately on driving up consistency in folder organisation rather than classroom experience. Other recommendations highlighted were defining the Sixth Form vision and better use of SMART targets. **Clerk to circulate review presentations.**