



<b>Meeting</b>	<b>Trust Meeting</b>
<b>Date and Time</b>	<b>Friday 1 September, 9:00-11:30am</b>
<b>Place</b>	<b>Bayards Hill School</b>

## **Theme**

CSAT vision into reality with a focus on opportunities, challenges and ways forward.

## **Aim**

To provide an opportunity to work together to accelerate the progress of our pupils and the impact of our staff, Trustees and Governors

## **AGENDA**

### **9am - Tour of Bayards Hill**

**9.30-9.50 - Introductory reflective session** - 'what compelled you to join the Trust and be here today' (Bridget Durning, Chair CSAT Trust Board)

### **9.50-10.00 - CSAT vision (Jolie Kirby, CEO)**

Jolie Kirby, CEO, presented on the CSAT vision. The following key points were raised:

- The foundation of the Trust mission was outlined: to make a difference for all the children in the Trust, which was at the heart of all decisions made by the Trust
- Some of the key challenges facing the Trust were outlined, including the need to close the gap between the attainment of Pupil Premium and non-Pupil Premium students as well as successful integration of refugee children
- Some key areas for development in the Trust were outlined, including development of Trust governance at all levels, encouraging high aspirations for all, sustaining and improving the robustness of school improvement, maintain inclusivity at the heart of practice across the Trust and partnership work between the Trust schools
- The strategic objectives of the Trust were outlined and discussed, underlining the need to raise the attainment and progression rates of pupils, professional development of teaching staff, building strong leadership and governance, developing the infrastructure of the Trust and its central team to support schools and improving staff and student wellbeing
- Key areas of focus for the Trust for 2017/18 were outlined, including income generation and procurement, supporting social mobility and improving school to school support. It was outlined that the Trust would be focusing on the recruitment, retention and succession of staff, strengthening the welfare support available to students and staff and successfully implementing curriculum and assessment changes



## **10.00 - 10.10 - Robust governance - reflection from Bayards Hill** (Maurice East, Chair Bayards Hill Governing Body)

Maurice East (Chair of Governors for Bayards Hill School) presented on governance at Bayards Hill School. The following key points were raised:

- Governors had been delighted to support the recent improvements at Bayards Hill School, with particular successes in attendance and behaviour, and would continue to support the school in driving school improvement
- Some of the strengths of the Governing Body were outlined, including their strong commitment to the school, their diversity and broad range of skills and their understanding of the demands of the local community and parents
- Future areas for development of the Governing Body were outlined, including effective recruitment, induction and training, particularly given the time constraints of the role. The need for Governors to feel confident in their role in order to effectively question and challenge the school was underlined. It was also noted that the Governors would continue to develop their understanding of the school and excellent teaching practice, which would enable Governors to incorporate these key issues into their decision-making processes.
- Potential strategies to continue to improve governance were outlined, including development of Governor training through bespoke sessions and in-house training, across the Trust and in partnership with other schools. The need to track and monitor Governor training was also highlighted, as well as the need to develop stronger self-assessment and monitoring, possibly through implementing external reviews. It was highlighted to Governors would also be developing their succession planning, to facilitate devolution of knowledge across the Governing Body.
- Other key strategies for Governing Body improvement were outlined as improving communications, particularly to facilitate a better understanding of the role of the Governing Body for parents, staff and students. It was outlined that Bayards Hill was exploring possibilities for developing meaningful dialogues with these stakeholders, including a possible use of social media, the school website and holding Q&A sessions with parents. It was also noted that the Governing Body was exploring the possibility of creating Link Governor roles, to facilitate close involvement with the school and in-depth understanding of Links areas, partnered with effective knowledge sharing across the Governing Body.

## **10.10 - 10.30 - Open discussion - what is effective governance and what does it look like** (Maurice East/ Bridget Durning)

Key elements of effective governance were discussed by all present at the meeting, and the following key points were raised:

- The need for Governors to have a close working knowledge of the school and also to be known within school. Potential methods for achieving this were outlined as holding Governor meetings during the school day, use of Link Governor roles and the introducing Governors to the student body
- Effectively holding the school to account, which was facilitated particularly by a good knowledge of the school

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- Effective partnership work with school staff
- Strong succession planning
- Important role in the development of school improvement plans and a detailed knowledge of the objectives of the school
- Work with students to develop knowledge of school and triangulate understanding
- Integrating knowledge of the school into Governing Body discussions and decision-making processes
- A strong knowledge of the Trust schools at Trust level as well as Governing Bodies

10.30-10.45 - Break

**10.45 -11.15 - Break out small group discussion** - 'how to build and sustain pedagogy across the trust' and how to build operational and business excellence'

Discussion groups shared their suggestions for 'how to build and sustain pedagogy across the trust' and 'how to build operational and business excellence'. The following key points were raised:

Building and sustaining pedagogy across the Trust:

- Developing a shared understanding of outstanding teaching and up to date research
- Implementing shared approaches to lesson observations and monitoring across the Trust, including review of student work and progress date
- Building a culture that enables and supports Governor involvement in review processes
- Developing transition opportunities across the Trust schools
- Demonstrating what Good and Outstanding teaching looks like to both staff and Governors, particularly through use of IRIS
- Effective use of IT resources to enable teachers to concentrate on teaching
- Effective curriculum design
- Developing staff subject knowledge at their relevant teaching level to improve confidence
- Greater collaboration across Year 6 and 7 teachers, particularly in moderation, resource sharing and developing an understanding of the curriculum content covered by students
- More reflective practice by teachers, particularly though use of IRIS, staff appraisal system and partnership with other teachers, including reviewing lessons and planning in groups

Building business and operational excellence:

- Maintaining a consistent focus on outstanding educational progress, particularly through understanding school context
- Ensuring there is appropriate and relevant expertise across the Governing Body and school leadership
- Effective succession planning and training
- Clear communication with teachers and shared understanding of available resources and limitations
- Developing an entrepreneurial spirit across students, staff and governance
- Networking with Governors and effective use of skill sets and contacts
- Clear lines of communication
- Effective use of economies of scale where possible

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- Reviewing assets and considering how these could effectively be employed for income generation
- Clear and effective support to schools from the Trustees and central team, including a clear Trust vision
- More integration and communication between Trustees and Governors

## **11.15 - 11.30 - Feedback and close** (Bridget Durning)

The Chair thanked all for attending. The value of Trust meetings was underlined and it was noted that these would be held on an annual basis going forward.

It was noted that the points raised from the meeting would feed into discussions about the Trust vision, Trust improvement plan and the schools' improvement plans.