

**Minutes of CAST Board meeting held on Friday 4<sup>th</sup> October 2019  
at St Nicholas Primary School, Exeter from 10.30am – 1.30pm**

Attendees:	Andy Nicholls (AN)	-	Foundation Director
	Sandy Anderson (SA)	-	Foundation Director
	Maria Edwards (ME)	-	Foundation Director
	Terry Stockley (TS)	-	Foundation Director
	Deacon Richard Edwards (RE)	-	Foundation Director
	Graham Briscoe (GB)	-	Co-opted Director
	Jacqui Vaughan (JV)	-	Co-opted Director
	Ann Harris (AH)	-	Co-opted Director
	Raymond Friel (RF)	-	CEO
In Attendance:	Sarah Barreto (SB)	-	DSC
	Helen Laird (HL )	-	Clerk

<b>1. Welcome and Opening Prayer</b>	<b>Decision/Action</b>
Opening prayer by	
<b>2. Apologies and Confirmation of Quorum</b> Apologies from JB, DR, LS and KC Quorum met.  In the absence of JB, AN assumed the role of Chair for this meeting.	
<b>3. Declaration of Interest</b>	
3.1 Directors were asked to complete the Declaration of Interest and Attendance Register.	
<b>4. Election of Chair and Vice Chair</b> AN advised that JB would be happy to remain as Chair for the coming year. All were in agreement and AN was approved as Vice Chair.	Decision – JB elected as Chair and AN as Vice Chair for this Academic Year
<b>5. Minutes of previous meeting of 26<sup>th</sup> July 2019</b>	
5.1 Minutes were approved as an accurate account of the meeting.	Minutes Approved
5.2 <b>Actions from previous meetings</b> Status updated on Actions Summary. <ul style="list-style-type: none"> <li>SA noted that the action to change the bank accounts is not included in the summary. HL has now added this as 19.36.</li> <li>GB noted the need for a Social Media policy. HL advised there is one in place and it is published on the CAST website. HL will review current policy to confirm if it is up to date and GB to send an example from another of his Boards.</li> <li>HL advised PS had provided a report to the Board but not the Incident information requested. PS has advised this information goes to the Health and Safety Committee. The Board agreed this report needs to come to these meetings as the H&amp;S committee is an operation one and not a Board led group. HL will confirm this to PS and ensure the reports come to future board meetings.</li> </ul>	Action – HL to review Social Media Policy and GB to send a version from another Board  Action – HL to advise PS the Incident Reports

- Sharing of Safeguarding information was discussed again, and RF reminded Directors of the need for them to contact him prior to any visits to their link schools to enable him to provide this detail to them.
- It was agreed that particular Safeguarding issues need to be advised to the Board. RF confirmed there will be an update from MB for the December Board meeting.
- 19.27 Our Lady's H&S Audit – SA advised he has not had confirmation that this is complete. HL to ask PS to contact SA regarding this.
- 19.10 Non-Catholic Staff - RF advised individual cases are being resolved adhoc to ensure strong staffing in schools. RF would like to work further with SB and Canon Mark to prompt future discussions so that decisions can be made to secure staffing.
- The Board discussed the issues with recruiting catholic leads to key roles. GB raised the issue of temporary contracts and the move to permanent rights at a certain point. RF noted there are too many leaders who are not on permanent contracts.
- RF will ask for this to be put on the agenda for the 5<sup>th</sup> Nov meeting with the DSC. SB confirmed this.
- SA talked of the recruitment of Diana Taylor and the requirement at the time of her appointment for her to work on recruitment of Catholic Teachers, working with training providers to identify suitable candidates and queried if this is happening.
- RF advised DT has returned from Maternity leave recently and this area is within her adjusted JD. RF updated on the works being done in this area and suggested an update could be brought to the December meeting. SB added this area is featured very heavily on her own JD also.
- GB referred to the possibility of looking at a fast track system for the Trust to attract high aspiration teachers.
- SB updated on some training and funding in place for teachers and leaders across the Diocese.

are required for all Board meetings

Action – HL to ask PS to contact SA regarding action 19.27

Action – RF to request the issue of contracts for non-Catholic staff to be added to the DSC meeting agenda

## 6. Chairs Business

- AN reminded that JB has had to take some time away from the Board due to the political situation in the country and the hope he will return fully in December. JB has continued to support whilst he is unable to attend Board meetings having recently conducted RF's appraisal and attended the Heads and Deputies Conference where he spoke to the delegates.
- AN advised that a prospective Board member will be meeting with the Finance committee on Monday with regards to replacing LS when she leaves the Board later this year.

## 7. Executive and Education Update 7.1 CEO and Education Report

- The Board received the report and supporting documents prior to the meeting for review.
- RF confirmed that all schools have met their annual safeguarding requirements confirming staff have read KCSIE and other relevant policies.

- A 100% return was received of SG1 forms.
- RF gave a reminder to Directors to confirm they have read KCSIE on GovernorHub.
- RF advised of 2 schools on Amber for Safeguarding and reassured these are being monitored.
- RF spoke of the acceleration in leadership training and talked of the number of staff who are signed up to the Aspiring Heads course this year.
- GB asked about the reference to a Marketing Strategy and asked if this will be brought to the Board for approval. RF advised this is not something that is on the list for Board approval. RF talked of the local work that needs to be done by the schools and how this can be supported by the Trust through this strategy.
- TS added that this element will be included in the Strategy day planned for 15<sup>th</sup> October. The SEL will be taking the discussion from this day to feed into the operational works that need to be done.
- RE asked about the training for RE Leads. SB advised a secondary RE Advisor has been appointed recently and plans are now being put in place to bring leaders, advisors and lead governors together. RE advised he will be attending the Section 48 training.
- RF advised the Ten Ten resources have been secured for schools and detailed the provision of this to the Board.
- RF updated on the monitoring visit by Ofsted at St Catherine's, Wimborne and referred to the letter shared with the Board. Leadership is taking effective action.
- AH added that the inspector was tough and made some useful comments which have enabled the school to make further adjustments.
- TS enquired how long the IAB is expected to stay in place. AH advised on some changes to be made and that they are likely to remain for a year. AH talked of a new addition to the IAB who brings solid understanding of curriculum.
- AH advised the new Headteacher in place is strong and is doing great things already. RF added that the expectations of the school being Good by December needs to be adjusted to allow the right timeframe for this to happen.
- TS noted the issue with managing the expectations of parents who have been told that the school will be back to Good in this timeframe. AH added that meetings with parents are planned.
- RF reminded that the monitoring visit was conducted under the new framework which is important to highlight to parents.
- RF talked of the Heads and Deputies conference and the various speakers who attended.
- RF has shared the presentations from himself and MB with the Board so they can see what was delivered.
- SB provided some feedback on her attendance to this conference and the positive feeling from many of the Heads there. The Board were pleased to hear this.
- RF provided a brief outline of Ofsted risks and advised this was looked at in detail by the Education and Standards Committee.

Action - All  
Directors to  
confirm via  
Governor Hub

- RF advised on the support packages in place for schools with varying needs. Core support is 4 days of ESM time to include 1-day appraisal and 1 day per term. Additional support is personalised to the school needs. ESMs will be reporting to RF with their findings next week to begin to establish the support plans for each school.
- AN asked for clarification on the Document Review Process which took place at the start of term. RF provided some information on this and advised the timeline for this caused some concern but was largely advantageous to have this completed early in the term.
- RF was requested to update the information for St Catherine's Wimborne to show the change in when Good is expected to be achieved.
- GB has asked if the Policy Cycle should be approved by the Board. RF noted this is covered by the SoD. AN suggested there are some policies which may not necessarily need to be approved by the Board and perhaps this needs to be reviewed.
- HL to amend the cycle to show the non-delegated policies in one list.
- SA noted the need to have a Trust wide Exclusions policy. RF advised there are varying Local Authority and DfE Guidance to consider which makes a single policy difficult.
- GB suggested there should be a designated IT person for the schools identifying best practice and ensuring it is in place. The IT Strategy could include this.
- RF advised on the additional DfE funding currently being sought for 8 schools.
- RF advised schools have not raised any concerns regarding supply chains when Brexit takes place following consultation after receiving the letter from Lord Agnew.
- RF updated on the leadership changes at St Catherine's Bridport.
- RF updated on the recruitment of a new Director of Education and confirmed 4 candidates would be interviewed the following week. RF detailed the stages of the interview and those involved in the process.
- SB advised that SBC are interviewing for a Head of RE and Assistant Head the following week also.
- RF informed of the extended leadership meetings which are taking place involving the ESMs along with MB and KC. Next week they will meet with the Cluster Co-ordinators. RF advised there is work to be done on the Job Descriptions for these roles as they have evolved considerably in the past year.
- RF advised the start to Cluster working has been good and the benefits are being seen already only 4 weeks into the new term.
- RE commented on how positive the feedback appears and the encouragement he gains to see the local support in place.
- GB asked about processes for sharing best practice between clusters and not just within them. RF advised the Cluster Co-ordinators come together with the extended management team to do this.

Action – RF to update Ofsted Risks with more accurate timescale for St Catherine's Wimborne

Action – HL to update the Policy Cycle

- RF reported on the meetings with the 2 secondary schools to establish a formal way forward with the collaborative working.
- Initial reports are encouraging, and the positive feedback is good.
- RF talked of the meeting with Tony Bloxham who is supporting a SIF bid for the schools for immediate impact.
- AN noted the need to be clear on accountabilities for all within this agreement.
- AN informed a programme of collaboration for the next 12-24 months will be brought to the Board meeting in December.
- RF talked of the letter received from pupils at St Mary's Swanage regarding environmental issues which was shared with the Board for discussion.
- RE suggested the Board should assist RF in responding to this letter and ensuring the pupils know as a Board they are supported.
- The Board talked of the influence they have across the Trust to encourage a greener way of working. Paperless meetings, webcam meetings etc. These issues could be included in the strategy discussions later this month.
- JV suggested individual responses from the Board members detailing what each of them are doing within their own lives to personalise this response further. Directors were asked to email RF with a few lines detailing what they do to help with environmental issues to be added to the response.
- RF noted the need to have a trust wide strategy on Laudato Si'.
- RF confirmed the new central office is up and running with finalising of some areas on-going. The Board meeting in December will be held there.
- AN noted the cost of the works to enable the move will require a 2-year payback.
- RF suggested a task and finish group to look at what can be done with the upstairs space of the building.
- AN suggested he could review proposals with the SLT and then bring them to the Board.
- Discussion on ownership of the Edmund Rice building and change of use was had. The Board requested RF confirm the details of who owns the building and ensures there are no issues with changing the use of it.
- Thanks were given to PS and TP for their work in delivering this project on time and within Budget. AN to write to them formally.
- RF updated on the complaint from St Mary's Buckfast and advised the Board that this was upheld at appeal. This does not impact the issues which were being dealt with prior to the complaint.
- SB talked of the next stage of this process and the discussions with the CES regarding this issue. The CES have offered the Canon Lawyer who would be able to review this issue with both parties. This has been left with the CES to move forward.

Action – All Directors to email RF with some details on what they do to help the environment

Action – RF to check ownership of the Edmund Rice Building and ensure there are no issues with change of use  
Action – AN to write to PS and TP to thank them for the work on the office move

- SA asked if there is a timescale is attached to this. SB noted there is no confirmed time in place, but she will work to establish one.
- GB informed on discussions at the appeal hearing he was part of.
- RF advised that the SoD would be reviewed at this meeting and the Articles need to be updated. This needs to be held off whilst this issue is being resolved but this will need to be brought to the December meeting.
- RF informed on some of the networking events he has been to and plans to attend to support the work of the Trust.

Action – SB to work with the CES to establish a time scale of resolution to the issues with St Mary's Buckfast

## 7.2 Pupil Premium

- The Board received the report prior to the meeting.
- SA talked of his work as the Lead Director for this area and the issues with analysis of data with such a small number of pupils.
- SA has agreed with MB that the focus needs to be how the money is being spent and the impact this has on outcomes for those pupils.
- SA talked of the work to be done with the schools who have been judged as not using the funding effectively.
- The Board discussed the ways in which data can be analysed and why this is not as straight forward as just looking at the outcomes for PP students against non-PP.
- JV asked if qualitative data could be used through case studies to show the impact PP funding is having. SA agreed this can be done but there is no way to show trends for the Trust as a whole. SA provided some examples of his research.
- AH acknowledged there may be the opportunity to look at progress rather than attainment with regards to this.
- SA will prepare a report for the Board which will be circulated and discussed at the December Board meeting.
- RF advised that there will be data available through SIMs which may help to answer some of these questions.
- SB talked of MATs having the same interventions in place for all schools which is seen as extremely beneficial by the RSC.

Action – SA to circulate his PP report to the Board

## 8. Education and Standards

### Update from Chair of Education and Standards

- Minutes of the September meeting were provided to the Board prior to the meeting for information.
- AH highlighted the key points from the meeting.
- The committee is still learning and will look to pin down the agenda more tightly going forward.
- AH talked of the discussions surrounding plans for the schools at risk. The meeting next year will be better held a little later in the term so that there is more data available.
- Clusters were discussed in depth with focus on each of them and the key points of success and concern.
- TS noted the difficulty for the Board in understanding what the key points are from the minutes. GB talked of his experience in other areas where the key points are highlighted along with concerns to be aware of.



- The Board were agreed that this is a good way forward. All Chairs will prepare a front sheet for the minutes to highlight the key points for Board meetings.
- AH talked of the headlines in the Secondary Data and the improvements being seen.
- AH detailed the other discussions at the meeting:
  - Pupil Premium
  - Analysis of Writing Project
  - SIMs Data for all schools
  - Ofsted Inspections expected this year
- TS asked for further information about the Writing Project. SA advised the results from this were varied which determines that it was not a good use of funding. SB talked of the ways in which different schools engaged with this which effected the outcomes.

Action – Chairs of Committees to prepare a Key Highlights front page for their areas for Board meetings

## 9. Finance and Resources

AN advised the committee would be meeting the following Monday so the highlights would be ran through by RF with further detail at that meeting with KC.

### CFOO Report

- RF talked of the aim to have 1% surplus for all schools and the need to look closely at the Sustainability Strategy at the strategic day.
- SA asked about the pension liability on the balance sheet. This is to be discussed at the F&R meeting.
- AH suggested the presentation of impact of GAG pooling on different sized schools. RF noted this cannot be done until the Funding Formula is known. AH asked if the scenario could be done on last year's funding. RF responded that the way in which the funding is shared once pooled is the decision that needs to be made first.
- RF talked of the central procurement works taking place.
- RF referred to the agreement at the last Board meeting regarding the Headteachers undertaking the IOSHH training and suggested there needs to be a responsible person, not necessarily the Head. RF asked for this adjustment to be approved. All agreed.

Decision – Amendment to the agreement the July meeting to state that a responsible person (not necessarily Headteacher) should undertake the IOSHH training  
Decision – Amendment to Finance Policy approved

### Finance Policy Amendment

- RF explained the changes as outlined in the paper provided by KC prior to the meeting. Approved.

### Management Accounts to 31<sup>st</sup> July 2019

- RF noted the forecasted year end for 2018-19 is looking better than budgeted. Audits are taking place and the final position will be known at the end of October.
- ME noted one school has secured a supply contract and queried what the Trust should be doing in this area.
- SA asked why the budget is out by such a large amount. This will be raised at the Finance and Resources meeting on Monday.
- ME questioned if Orchard Nursery are leaving the Trust. RF confirmed they are not.

### Teacher Pay Award

- RF spoke to the paper provided by KC and confirmed the Pay award is set at 2.75%. 2% has been allowed for in the budget and the 0.75% will be funded through the Teachers Pay Grant. Approved.

Decision – Teachers Pay Award of 2.75% uplift approved

## Sustainability Strategy

- Discussion to be had at the Strategy Day later in the month.

## 10. Audit and Risk

Update from Chair of Audit and Risk Committee

- DR could not attend the meeting. Questions were invited relating to the minutes of the September meeting which were provided to the Board prior to the meeting. No queries were raised.

### Committee Terms of Reference

- AN advised the Board there recommended by DR who was unable to attend the meeting to present.
- SA recommended the Business Continuity plans should be noted in the Schedule of Accountability. AH will look into this.
- The Terms of Reference were approved.

### H&S Incident Report (to table)

- Report from PS presented to the Board detailed outcomes of actions from the last meeting but did not cover Incident Reports. Referred back to PS under action previously recorded in the meeting.

Action – AH to look at referencing Business Continuity Plans in the SoA  
Decision – ToR approved

## 11. Governance and Management

Link Directors Cluster Proposal and Lead/Link Paper

- AH presented the revised document to the Board.
- AN questioned the stated requirement to attend an LGB meeting. The Board discussed the benefits of this link. All agreed this should be done.
- SA queried if Lead Directors are expected to visit every school. AH clarified that it should be a visit to one school.
- The protocol document was approved.
- HL presented the suggested links to schools within Clusters as requested at the July meeting
- TS talked of the benefit of linking with schools across Clusters and queried if the move to Cluster links is such a good idea.
- AH talked of the benefit of working with one ESM.
- The Board agreed with the concerns of one director taking all the schools in the Devon North Cluster and agreed to GB taking on St Mary's Axminster along with his half of the Dorset West Cluster.
- The proposal was approved with this change.
- Directors to work with each other to cover meetings already planned.

Decision – Lead & Link Director Protocol approved

### Lead Director reports – SEND

- AH provided a report on her Lead area to the Board and detailed key points from it.
- AH advised the SEND Strategy has been completed. AN asked for this to be circulated.
- SA noted the need to communicate with the lead Governors in schools for each of the areas.
- AN asked about the TAs employed for EHCP students and if they are SEND trained. RF advised that the schools appoint to the specific needs of the pupil.
- AN spoke of the issues schools have with EHCP approvals and questioned if there is anything that can be done centrally. SA advised he has asked the SENDCo at Our

Decision – Proposal for Director links to Clusters approved  
Action – All to work with new Link Directors to transfer appointments with schools

Action – AH to circulate the SEND strategy



Lady's to send the proforma of what they do to MB to be shared with other schools. SB talked of the different processes across Local Authorities.

#### **Governance Improvement Plan**

- AH presented the updated plan to the Board.
- Once this format is approved AH plans to add in the lead people/committees to the plan.
- The format of the plan was approved. AH will populate the document and bring this back to the December meeting.

#### **Skills Audit Review**

- AH asked if the CES are developing a MAT Skills Audit. SB to research.
- ME noted that schools do parental surveys. AH acknowledged this but referred to the expectation that the Board should know their parent body.
- AN noted the need to delegate the actions to various people.
- RF suggested some training for the Board to be delivered on formation and the history of Catholic education. Discussion on how this is delivered and when.
- AH to incorporate these actions into the Governance Action Plan (GAP).
- AH asked for everyone to email her with areas they can add to.

#### **Code of Conduct**

- All Directors present completed the declaration.

#### **Scheme of Delegation and Articles**

- RF noted these will be brought to the December meeting.

Action – RF via MB to circulate SEND proforma to all schools

Decision – Governance Improvement Plan format approved  
Action – AH to populate the document and bring it back to the December meeting  
Action – SB to research a CES MAT Skills Audit

Action – All to email AH with additions to the GAP

## **12. Policy Review**

### **Pay Policy (Teaching Staff)**

- RF confirmed this is based on the national policy and has been consulted on with staff and unions.
- SA questioned if Cluster Co-ordinators should be recognised within the policy. RF responded that this position is not a paid one and that the policy is reviewed annually so this could be added in future should it be necessary.
- TS asked about the link of the RemCom to this policy.
- TS spoke of the lack of involvement of the RemCom in appointments at Head Teacher level and above over recent months (eg new heads, executive heads and the advertised salary for the Director of Education role). The ToR were agreed by the Board but are not being followed. RF agreed that the RemCom should be involved in the decision-making process for these positions. AN agreed that we should be working in accordance with the terms of reference. TS asked if there are pay bands for Executive Headteachers and ESMs. RF noted there are not. RF agreed that the RemCom could be involved in the decision-making process for these positions.
- AN added the committee should work in accordance with its terms of reference.

Action – Ts&Cs for positions at HT level and above to be agreed in advance by the RemCom

- TS asked if there are pay bands for Executive Headteachers and ESMs. RF noted there are not. He would like to have ESMs on the Headteacher scales. RF advised that the Executive Head salary is worked on the group size guidelines but putting the school numbers together.
- AH asked if the Trust uses the DfE resource management tool. RF will look into this.
- The policy was approved.

**Policy Review Schedule**

- Covered earlier in meeting.

Decision – Pay Policy (Teachers) approved

**13. Close**

Meeting closed at 14.10

**Future Board Meeting Dates**

All meetings to commence at 10.30am at the CAST Offices, Edmund Rice Building, St Boniface College, Plymouth

Friday	13th December 2019
Friday	28th February 2020
Friday	15th May 2020
Friday	24th July 2020