

**Minutes of CAST Board meeting held on 21st September 2018
at St Boniface House, Ashburton from 10.30am**

Attendees:	Fr Mark O'Keeffe (FrM)	-	Director
	Andy Nicholls (AN)	-	Director
	Terry Stockley (TS)	-	Director
	Graham Briscoe (GB)	-	Director
	Dan Rogerson (DR)	-	Director
	John Burnett (JB)	-	Director
	Fr Richard Meyer (FrR)	-	Director
	Sandy Anderson (SA)	-	Director
	Ann Harris(AH)	-	Director
	Karen Cook (KC)	-	CFOO
	Raymond Friel (RF)	-	CEO
	Helen Laird (HL)	-	Clerk

1. Welcome and Opening Prayer

JB welcomed AH and thanked her for joining the Board as approved at the meeting on 14th September 2018.
JB talked of the Induction process for Directors. AN will prepare an introduction for new Directors, TS to send a copy of his pack to help prepare this.
JB will arrange a meeting with AH and JV along with any other newer directors who feel they would benefit from the official induction.

Opening prayer by JB.

Decision/Action

Action: TS to send pack to AN
AN to prepare
and HL to look at dates.

2. Apologies and Confirmation of Quorum

Apologies received and accepted from Directors:

Chris Coward, Jacqui Vaughan, Sandy Anderson, Maria Edwards, Alan Morris

3. Declaration of Interest

3.1 Directors were asked to complete the Declaration of Interest and Attendance Register.

DR declared his interest as a Governor in a CAST school and his wife is a CAST employee.

4. Minutes of previous meeting on 6th July 2018

Agreed to be accurate.

5. Matters arising and actions from last board meeting

18.37

- KG updated on the clarification with regards to the DSC role which has been progressed at recent meetings. Final clarifications will be established following the meetings which are coming up shortly.
- DR provided some historical background to the position of DSC for the benefit of newer directors.
- RF confirmed there is not a complete SLA in place yet and the cost of the DSC is currently being covered by the Diocese. The meeting which took place the day before was productive and a new group will meet next week to advise the Bishop. An SLA is expected as a result of these discussions.

6. CEO report

6.1

RF referred to the Hubs proposal provided to Directors prior to the meeting for review, advising he was asked to produce an initial proposal and this is what has been circulated. The Board discussed the following:

- Delegation of functions
- Additional Costs
- Could this be the beginning of breaking CAST into separate organisations
- What support is needed in place to carry this out
- Other successful MATs with hub structures
- Bringing regions together could be successful
- Concern for the pressure on one Head line managing a number of others within the hub. Would this erode the autonomy of Headship?
- Properly evaluating the proposal and moving quickly
- The need for a financial evaluation before a proposal could be fully agreed by the Board. This needs to be done at pace.
- The decision to move to Hubs is not purely a financial decision, there is a need to be more effective and deliver educations to the required standard across all schools.
- The difficulty of those already in post adapting to the new way of working but the expectation of staff joining from other large MATs would be of a similar structure.
- The reference to Governors not being an expense to be cut was deemed to be unnecessary as it could read that staff are. Agreed to remove this reference.
- Sharing of good practice and excellence across the hubs would help to eradicate "black spots" within the community.
- The importance of keeping the children at the heart of all decisions.
- The Board need convincing there are financial savings to be made.
- Governing Boards needs to be retained as they have tremendous loyalty to the schools and are vital to the parishes.
- Whether there are Heads in place currently who could step up into the lead roles of the Hubs.

RF noted the very helpful points raised and responded:

- Local loyalties are very important. Encouraging and re-motivating is essential.
- The Executive Head model is to be investigated fully. RF talked of a current example of a Head line managing other heads within the trust. LA provided some context to the term Line Manager and advised currently the ESM takes on this role. The new model would create the ability to provide support to clusters and an opportunity to elevate those heads who are capable and would otherwise look to move on. There are obvious leaders in most areas who could step up to this level.
- AN asked what impact an LLE can have on a failing school if they need to be in their own school for 3 days a week and have 3 or 4 other heads to oversee. LA advised the additional support would come from the ESM team in

this instance. AN noted the need to be very clear on what the LLE is responsible and accountable for.

- GB talked of a MAT in Cornwall with 26 schools who have arranged themselves in 5 hubs. The challenge for CAST is the geographic spread of the schools and how these can be grouped together.
- The Board agreed they would like to evaluate a Hub Structure but questioned how the education benefits can be evaluated.
- AN noted the presentation from the White Horse Trust who have a similar geographical spread.
- KG expressed that the move to Executive Heads in some parts of CAST was made far too quickly under pressure from the RSC. In previous discussions it was noted the geographical spread had not been taken in account fully.
- If the model is well put together the trust will be a place people want to work and there will be clear progression.
- RF has made contact with the CEO of Aspire and will be meeting to talk about how their MAT works.
- RF advised the Board to think of the LLEs in a similar way to the ESMs. Responsibilities and accountabilities will be clearly set out in the Scheme of Delegation.
- KC provided more detail to the finance discussion and where likely savings will be made and also where there are currently duplicated costs across schools which can be taken into account.
- It was agreed that more time would be needed to discuss the proposal in depth at the next meeting so it was decided to extend the meeting on 26th October. 10.30am-12.30pm on the Hub Structure Proposal, break for lunch and then Board meeting 2pm-4pm.

Decision: extend the Board meeting on 26th October to allow time for Hub discussions

6.2 Organisational Chart provided for the Boards information.

- AN asked if the structure delivers what is needed into the schools and does it reflect the budget. RF advised the SLAs need to be clearly defined for the schools and it needs to be determined if this is as good as it should be. AN noted that vacancies need to be clear so that the Board can see where the gaps are and when these are expected to be filled.

6.3 CEO Report

- JB Thanked RF, KC, LA and MB for the work done to improve standards and the financial position.
- JB Noted RF is going out to the schools and meeting people. This is improving the morale across the schools.
- TS noted this report is essential, the format is very good but he would prefer it to be more concise, perhaps with bullet points to save paper and reading time.
- GB noted the reference to the lack of induction in place for RF and added that JB cannot be the mentor to RF due to his lack of time on the Board. JB advised AN has stepped forward to provide objectives and he met with both AN and RF the previous day to begin this process.

- RF added he has signed up for a CEO induction programme.
- GB noted the termly newsletter which RF is now producing and sending to schools and how useful this is.

6.4 Policy Review Cycle

RF advised he had received Feedback from AM and AN, to distinguish between different policies. This is a work in progress and will continue to be updated.

6.5 Whistleblowing Policy

Approved. SA comments to be taken into account.

7. Director of Education and Standards report

Documents were received and reviewed prior to the meeting.

The salient points were discussed as follows:

7.1, 7.2 & 7.3

- DR congratulated the team on the progress made.
- LA provided the Secondary result information to the Board advised that SBC have made no improvement.
- LA is pleased to see an improvement in outcomes but this is not enough.
- LA outlined the Improvement plan and the evaluation of Headteachers.
- LA talked of the Sixth Form provision from the secondary's and advised ND is leading on the academic provision to students from both schools. Some lessons are being delivered at SBC.
- TS questioned if there is a problem obtaining the information on Pupil Premium from schools. LA responded that the focus has been on improving standards so now the attention is turning to PP. LA provided more information on the work to change the thinking in schools with regards to high attaining PP students.
- The Board discussed Curriculum reviews and whether there is involvement from the Board with this or if this sits with the CAST SLT. RF advised it is the SLT who determine the curriculum as outlined in the Scheme of Delegation.

7.4 Admissions Policy

- GB asked if there is a plan to take the appeal process in house at any point. LA's preference would be to stay with the local authorities but this is now a chargeable process. GB advised he currently sits on the Appeal Panel for Devon.
- LA advised the over subscription criteria is still being worked on as the team are trying to pull 6 LA policies together.

7.5 Complaints Policy

- AN had raised some queries prior to the meeting and would like responses to these before they are approved.
- LA has heard from the DFE regarding the Complaints Policy and needs to call them.
- LA advised she will refer to AN's comments and revision requests from the DFE before sending the updated policies to the Board for comment.
- It was agreed LA would send the policies to all by 26th September with responses requested by 3rd October.

Action: LA to send policies, all to comment by 3rd October

8. Safeguarding

MB provided his report at the meeting.

- MB reminded that the new Keeping Children Safe in Education Sept 2018 has been sent to all Directors who must read Part 2. MB suggested reading Part 1 would also be beneficial.

8.1 Safeguarding Handbook

- MB advised this has gone to all schools for consultation and feedback. The deadline for which was that day.
- KG asked if the East are planning to sign up to CPOMS as the other areas have. MB responded that the deadline had been set for 30th November. Some have already moved across, others are in agreement.
- JB noted the gravity of this area and thanked MB.

8.2 Safeguarding Policy

- AN asked for reference to Governing Body to be changed to Governing Board throughout document.
- All in agreement.

Decision: Policy Approved

9. CFOO Business

9.1 KC provided a brief detail of the documents sent to the Board prior to the meeting and informed the Finance committee have analysed the data thoroughly at their meeting the day before.

- The Finance committee considered an updated cash flow at the meeting and KC advised things are slightly ahead of forecast. Redundancy costs were less than predicted. She is checking predictions are realistic.
- KG asked if there is clarity if the funding towards the Teachers Pay Award will cover all aspects. KC does not yet know if it will cover the increase and on costs.
- FrM asked if there is undue pressure from the FNTI. KC advised there is a very good relationship with the ESFA and they are working well together.

9.2 Finance and Admin Restructure

KC advised on the position within the process.

- DR asked if Chair of Governors will be aware of the process. KC expects the Headteacher would include them.

9.3 ESFA Update

KC advised there was nothing to report.

9.4 Premises

KC advised there has so far been no response from the HSE regarding the H&S incident.

9.5 HR Reports

Discussion regarding Leadership Pay Grades

- AN stated he cannot see the impact clearly from the document provided. KC responded that pay scale decisions have been made randomly by LGBs across the trust in the past and this document looks to standardise this process. The bandings are within the national pay arrangement for Headteachers.
- Discussion about the national regulations and how salaries are determined.
- GB questions what happens when it is determined that a head is above pay scale. KC advised this would bring a Union discussion.
- KC advised the board that an exceptional circumstance can be put forward to ESM by LGB.

- 9.6 **18/19 budget**
- AN asked if this move would make CAST competitive with other trusts. KC confirmed it would.
 - Approved for consultation.
 - KC advised of the current position with the budget and the need for all schools to bring their cuts in line with target savings.
 - KC advised she is still awaiting response to real time funding for ND.
 - TS asked if there is a cost to achieving the in-year savings. KC advised this is mostly non-cost.
 - JB asked if there are other options for the central office rental costs. KC has a full breakdown and it looking into possible options.
- 9.7 **Financial Policy**
No questions. Approved
- 9.8 **Health and Safety Policy**
No questions. Approved
- 9.9 **Risk Assessment Strategy and Policy**
KC withdrew this from the Board and advised further work needs to be done before it can be re-presented for approval.
- ESFA letter**
KC provided copies of the letter shared with Directors at late notice before the meeting and advised it had been discussed at the Audit committee the day before. The committee were happy the trust is compliant and addressing all points within this letter.
10. **Governance and Management**
- 10.1 **Link Director Protocols**
The Board received a paper prior to the meeting prepared by ME, RF and TS which detailed the role of the Link Director.
Areas discussed were:
- Directors being proactive in arranging visits to schools.
 - Rewording of the expected number of visits.
- It has been determined that there should be 5 Lead Directors:
SEND
Safeguarding
Statutory Grants
H&S – GB suggested he is happy to continue with this role.
RE and Catholic Life
- HL to email all Directors to ask for expressions of interest for roles and review Link Director programme with new directors in mind.
- 10.2 **Model Code of Conduct**
HL to arrange for all Directors to sign the code.
- 10.3 **Away Day Actions**
GB advised his action has been completed. HL to keep update the action summary.
- 10.4 **Chair Assessment Criteria**
JB advised will commit to what he feels he can and explained why. JB met with AN and RF to discuss this. AN has revised the criteria following this meeting. JB will review and feedback to the Board.

Decision:
Approval for
Leadership Pay
Scale
Consultation

Decision: Policy
approved
Decision: Policy
approved

Action: HL to ask
Directors for EoI
in the lead roles
Action: HL to
obtain signed
copies of the CoD
from all Directors
Action: HL
update Action
Summary

- Discussion on who would be liable for any comeback from the Asbestos incident.
- 10.5 Orchard Nursery**
Proposal Approved.
- 11. AOB**
- 11.1 Letter from St Mary's, Falmouth**
DR talked of this matter as link director the school.
- RF has visited the school and had conversations.
 - The hub structure and works going on relating to this are partly the answer to these concerns.
 - FrM noted that the 36 island notion is still prevalent in some schools.
 - RF has spoken with the head and advised the letter is being shared with the Board.
 - Response needed, JB would be happy to visit with DR. Letter from the Board, drafted by RF/KC and signed by JB in the interim.
- RF requested the creation of a Remuneration Committee to meet in January following the Board meeting.
Approved.
- 12. Review date of next meeting and agree future dates.**
AN noted the Members have been invited to the November meeting (moved to December) which will be heavy on finance. Invitation to be amended.
- 13. Close**
Meeting closed at 13.10

Action: RF/KC to Prepare a letter to go to St Mary's, signed by JB

Decision: to establish a Remuneration Committee

Future Board Meeting Dates 10.30am start

14th September 2018 – Additional 2 items meeting
 21st September 2018
 26th October 2018
 14th December 2018
 25th January 2019
 1st March 2019
 29th March 2019
 26th April 2019
 14th June 2019
 26th July 2019