

# **Governors' Briefings**

**21, 27 and 28 November 2017**

**Led by:**

**Louise Adams Head of School Improvement,**

**Marcus Taylor COO**

**Karen Cook interim CFO**

# Agenda

- Opening prayer
- Introductions
- Update on School Improvement - LA
- Update on external pressures – LA/KC
- Draft Business plan and operational updates - MT
- Update on Financial Matters– KC
- Future meetings - All

## Prayer

Loving God  
Moving with your Spirit is not always easy.  
The way forward  
Is not as clear as we would like it to be.  
It sometimes feels safer to stay where we are,  
And then the ground goes from under our feet  
And we have no option but to move.

Give us love for each other on the way, O God.  
Show us your footsteps on the path, Jesus Christ,  
And hold us safe as we move forward, Holy Spirit  
Who is our comforter, our grace, and the one who prays for us,  
Even as we cannot find the words.

**Amen**

# Up-date on School Improvement



- Current situation
- New organisation
- New approach
- Increasing the team
- Feedback
- Training

# Questions?

# Up-date on external pressures

- National Schools' Commissioner - LA
- Regional Schools' Commissioner and adviser - LA
- Ofsted - LA
- Financial Notice to Improve - KC

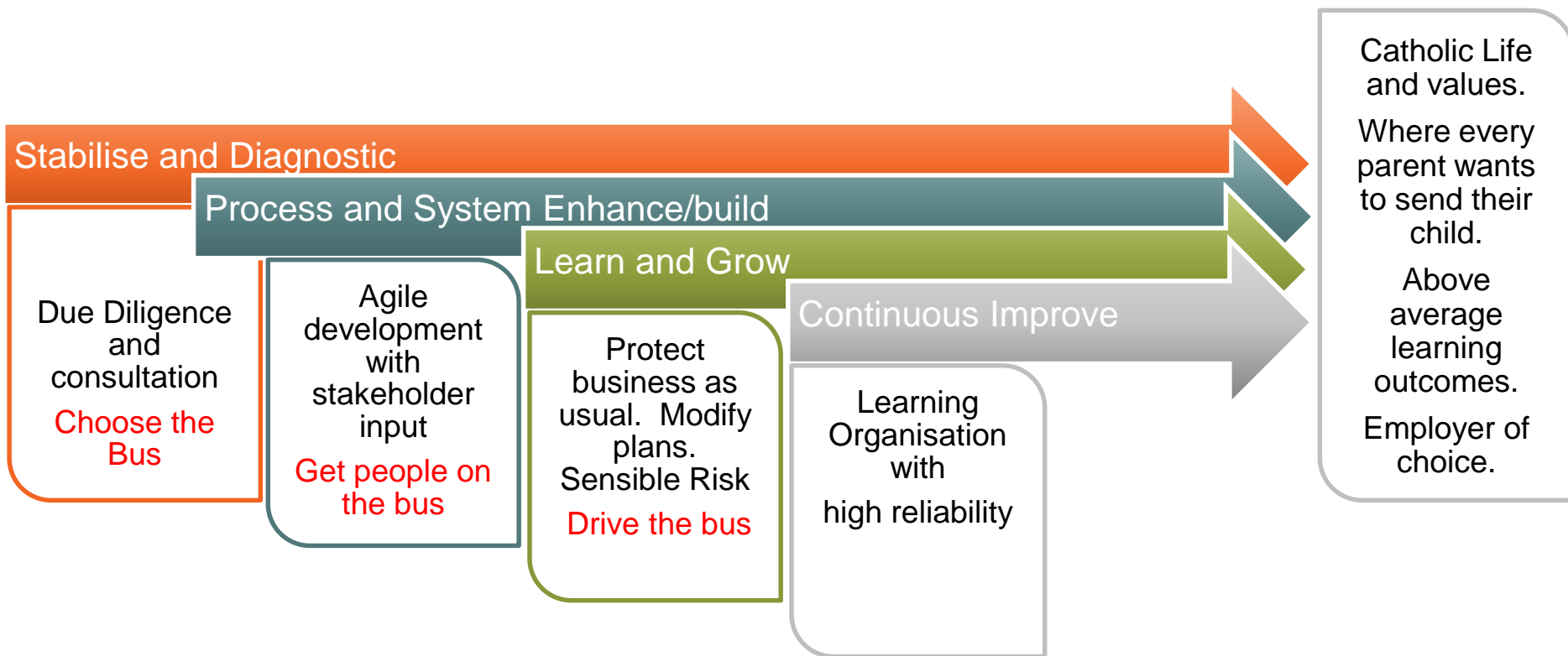
# Questions?

# COO Update

- The journey
- What's changed?
- Recruitment of CEO
- Business Plan
- Articles and Scheme of Delegation
- Change Management



# Plymouth CAST's Journey





# What's changed?

8% real  
terms  
cut by  
2020

Public  
sector  
pay  
rise?

0.5%  
staff  
costs  
for  
A'ptce  
Levy  
(157k)

Brexit  
Impact  
(labour  
costs)  
  
GDPR  
bill

NLW  
(600k)

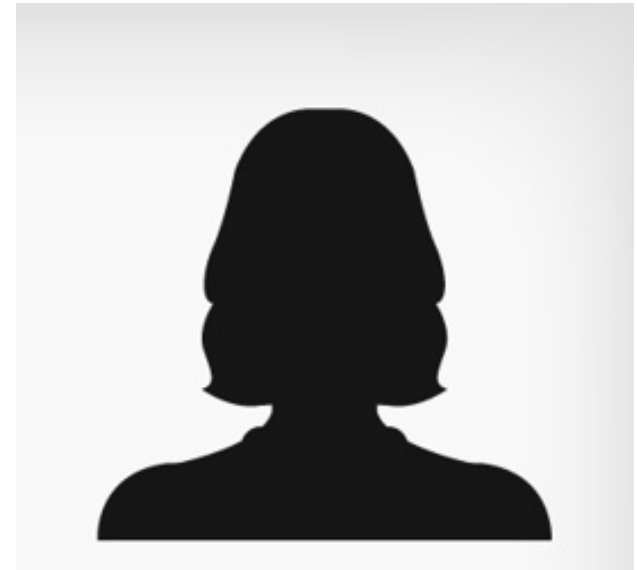
# CEO Recruitment



March 17, July 17, Dec 17 (11<sup>th</sup>/12<sup>th</sup>)



Kate Griffin  
Interim Chief Executive



??  
Chief Executive

# Plymouth CAST



## Business Plan

November 2017 – August 2020 (v10)



# Our Core Purpose and Strategic Objectives

We have reviewed our core purpose and strategic objectives to make sure they both reflect and support the vision for Plymouth CAST whilst ensuring long term sustainability in an environment of reduced public expenditure.

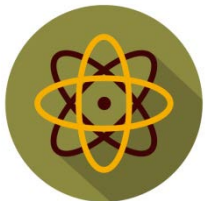
## Strategic Objectives:

We have identified the strategic objectives that will deliver our core purpose. Our objectives to August 2020 are:

Educational Achievement



Develop leadership, management & governance



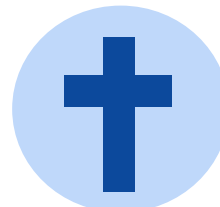
Ensure Financial Stability



Increase Confidence



Celebrate & promote Catholicity



## Core Purpose:

Plymouth CAST's core purpose is to provide outstanding education and learning in a safe environment where Catholic values are promoted and encouraged for the good of all



# Addressing the NSC's Concerns

## 1. Significant Cultural Shift

The principles underpinning Catholic Education are set out in Canon Law and these principles need to be evident within all CAST schools. A clear statement concerning these principles is being developed and will be included in the CAST Code of Conduct. A change management programme will then be designed to embed these values in our schools.

## 2. What does it mean to be a member of CAST

This will be defined in the Code of Conduct. This will be endorsed by the Bishop and parish priests will be involved in the roll out

## 3. Head Teacher requirement to support the Trust

The performance management programme introduced at the beginning of the Autumn term started the journey towards the changes required. This is being followed by Governor and Head Teacher training. Formal meetings and consultations are planned to continue as part of the process of winning hearts and minds. Ultimately, however, non-compliance will not be accepted.

## 4. School Improvement

Educational Achievement is covered at Page 6 – 8 inclusive.

## 5. Financial Management

Financial Stability is covered at Page 12 - 13 inclusive.

## 6. CEO Recruitment

This has been initiated with professional support at a national level. First interviews are planned in the next few months.

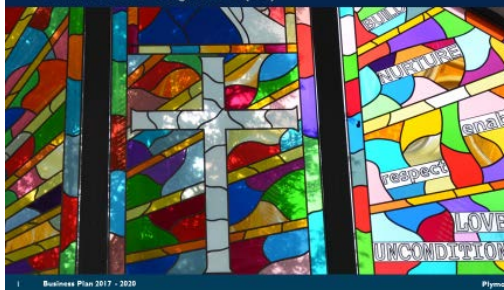
## 7. Structure

The initial consultation on a proposed hub structure was not well received. CAST is now working on governance proposals to support the leadership and management changes. A new hub structure will be developed around this once the other changes are agreed.

## 8. CES Support

Dialogue has opened with the CES to provide assistance on the longer term strategic issues related to being a Roman Catholic Trust.

**Business Plan**  
**November 2017 – August 2020 (v10)**



**Our Core Purpose and Strategic Objectives**



We have reviewed our core purpose and strategic objectives to make sure they both reflect and support the vision for Plymouth CAST whilst ensuring long term sustainability in an environment of reduced public expenditure.

**Strategic Objectives:**  
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**Core Purpose:**

Plymouth CAST's core purpose is to provide outstanding education and learning in a safe environment where Catholic values are promoted and encouraged for the good of all



**Educational Achievement**



**Improve educational achievement so that all our schools will be good or better by August 2019**

**Responsibility – Head of School Improvement:**

- Ensure that there is a clear understanding throughout the trust that the responsibility for school improvement lies with the principals, their SLTs and the local governing boards.
- Hold head teachers to account in line with performance objectives to achieve CAST's educational improvement and financial management targets; particularly in relation to teaching standards, curriculum design, timetable and resources.
- Ensure that Head Teachers and Governors are made aware of the changes in the roles and responsibilities of the school improvement officers and their powers of intervention.
- Establish the culture of continuous improvement for all the schools in CAST, with targeted interventions as needed.



**Educational Achievement Success Criteria**



Deliverable	Success Criteria	Owner	Completion Date
1. Ensure all schools are good or better by August 2019.	Internal CAST evaluations of effectiveness confirm schools are good. This is verified by Ofsted	HSI	August 2019
2. Continue to focus on statutory safeguarding of all children in our Schools and introduce a universal monitoring and reporting system for safeguarding.	Universal service provider for Trust Safeguarding Monitoring by July 2018	COO	July 2018
3. To develop and implement a trust-wide tiered school improvement model	Systems and processes for leadership, governance, teaching, learning and checking pupils' progress are consistent across CAST schools	HSI	Circulated November 2017. Impact reviewed half termly thereafter
4. To improve the quality of teaching and learning	Consistent approaches to improving teaching ensure all teacher meet pupils' learning needs well so they make good or better progress	HSI	Expectations circulated November 2017. Half termly reviews thereafter
5. To improve pupils' outcomes for all groups	Pupil outcomes across CAST are at least in line with national. No groups do not perform well	HSI	Summer 2018 results in line with targets
6. To improve leadership across CAST schools	School leaders and governors accurately assess their school's effectiveness and identify the right priorities for improvement. School improvement processes are effective and result in schools being good.	CEO	SEFs are agreed by SIOs and match Ofsted judgements as inspections occur

# Business Case and Presentation



www.plymouthcast.org.uk/web

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**WELCOME TO PLYMOUTH CAST**

Welcome to Plymouth CAST website. Plymouth CAST is a multi-academy trust of 36 Catholic schools across the South West of England comprising 35 schools and a nursery. We strive to deliver outstanding education with Catholic values at the heart of everything we do. Thank you for visiting our site.

**WELCOME TO OUR SCHOOLS**

West Central East

www.plymouthcast.org.uk/web/governor\_training/289414

St Mary's Catholic Primary School

Our Lady's Catholic Primary School

The Orchard Nursery



# Articles and Scheme

2014 originals still filed at Companies House

Plan to change following Summer consultation overtaken by events

New version to be with Members before Christmas

Uncouple Articles and Scheme of Delegation

New Delegations for business functions such as Finance

Members

Governance  
Trustees (Directors)  
LGB

Management  
CEO  
HT



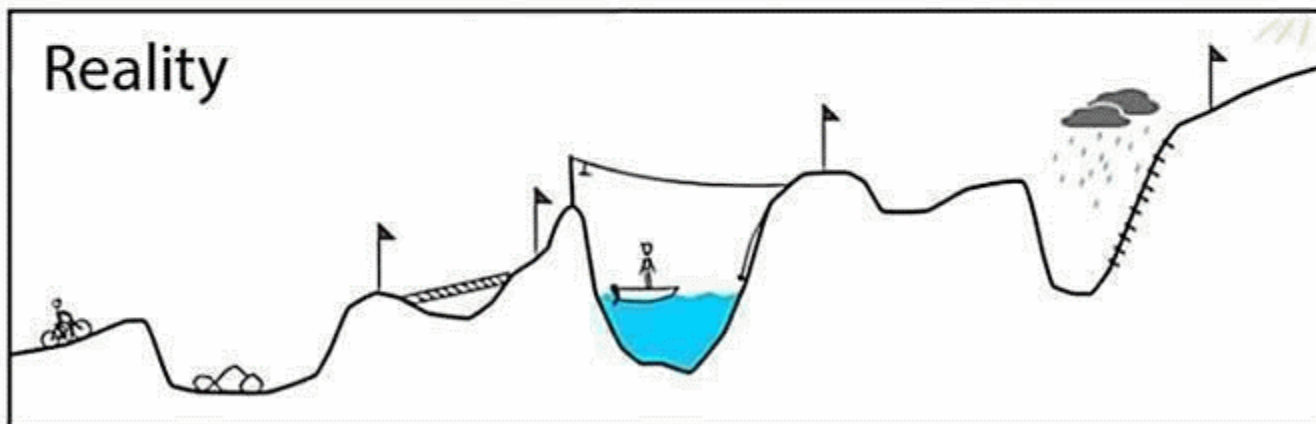
# Change Management



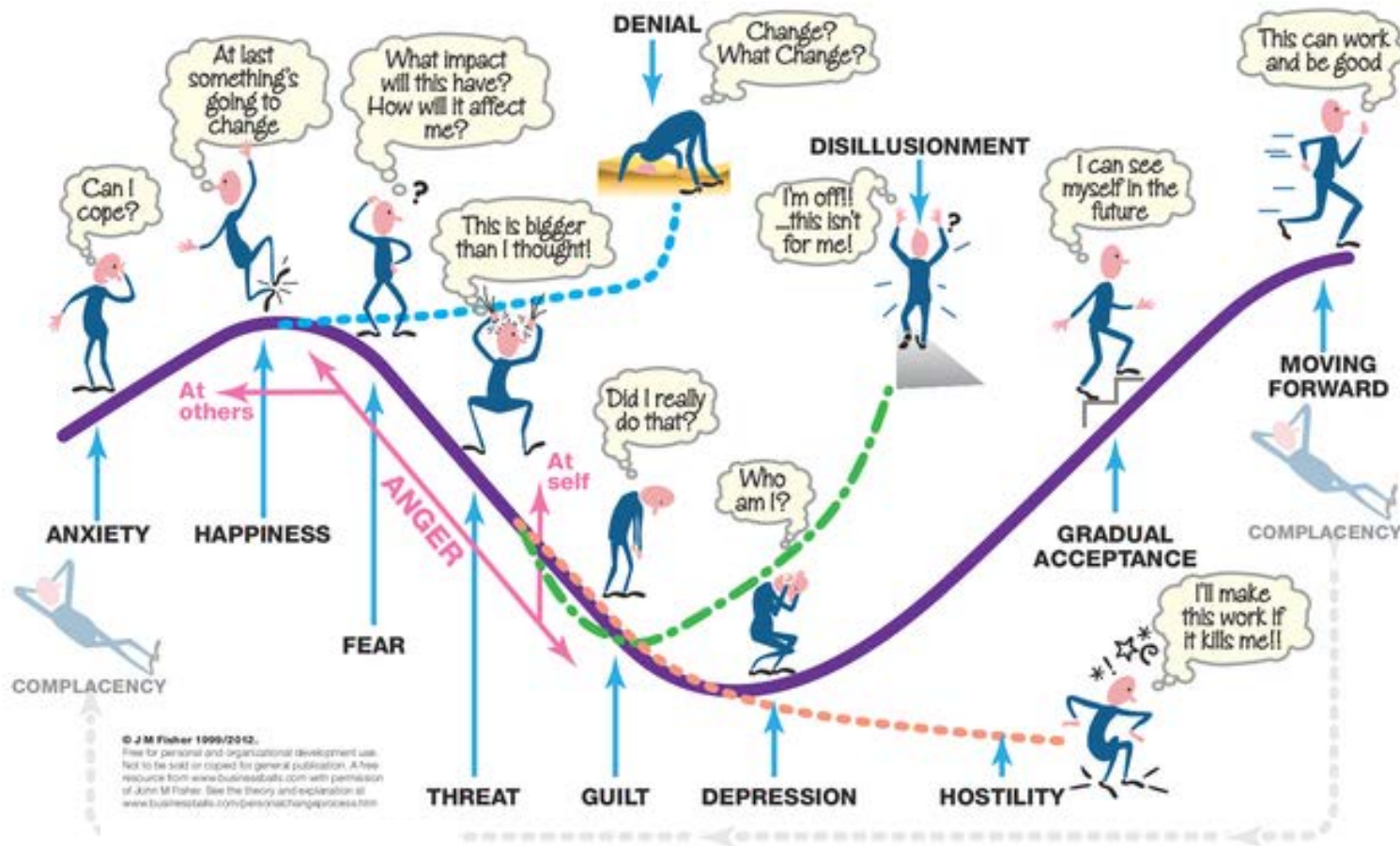
Your plan



Reality



# Kubler-Ross Change Curve



# Questions?

## Update on finance:

- 2016/17 year end accounts update
- Current position
- Cash flow and reserves
- Recovery plan implications
- Monitoring and liaison between the schools and the Trust
- Monitoring and liaison between the Trust and the ESFA

# Questions?

# Future meetings

- Agenda
- Timings
- Format
- Frequency