

Minutes of CAST Board meeting held on Friday 25th January 2019
at St Boniface House, Ashburton from 10.30am

Attendees:	John Burnett (JB)	-	Director (Chair)
	Sandy Anderson (SA)	-	Director
	Fr Mark O'Keeffe (FrM)	-	Director
	Andy Nicholls (AN)	-	Director
	Maria Edwards (ME)	-	Director
	Terry Stockley (TS)	-	Director
	Graham Briscoe (GB)	-	Director
	Dan Rogerson (DR)	-	Director
	Jacqui Vaughan (JV)	-	Director
	Ann Harris (AH)	-	Director
	Laura Sprackman (LS)	-	Director
	Raymond Friel (RF)	-	CEO
In Attendance:	Karen Cook (KC)	-	CFOO
	Alan Morris (AM)	-	ESG Chair
	Kate Griffin (KG)	-	DSC
	Helen Laird (HL)	-	Clerk
	Father Jon Bielawski (JB)	-	Member
	Louise Adams (LA)	-	DoES

1.	Welcome and Opening Prayer Opening prayer by FrM.	Decision/Action
2.	Apologies and Confirmation of Quorum No apologies. Quorum met.	
3.	Declaration of Interest	
3.1	Directors were asked to complete the Declaration of Interest and Attendance Register.	
4.	Minutes of previous meeting of 14th December 2019	
4.1	Minutes including Part 2 approved as an accurate record. All agreed. JB Signed.	Minutes approved
4.2	Action Summary Update Actions updated on summary. <ul style="list-style-type: none"> GB noted the need to refer to the central team as Central Support so that the schools are seeing them as part of the same team. Consistency in this is very important. JB noted the work of the SEL with other trusts and the sharing of knowledge and experience both ways. RF talked of the variation of experiences he has had in this process. DR recommended registration with the organisations who look to large MATs for feedback and input when reviewing current practices. 	
6.	Executive Update	
6.1	<ul style="list-style-type: none"> CEO Report RF advised that he plans to use the points from the RSC letters to form his next report to the Board. RF spoke of the need to become more effective in how meetings of the SEL and others are conducted with the view to look into video conferencing equipment. This will 	

reduce the time and costs associated with travelling to meetings and allow the SEL team to improve communications.

- RF talked of the Task and Finish group which had met the previous week to discuss strategic matters.
- RF acknowledged the concerns with the Clerk's working hours and advised that he was looking at this with her and the CFOO to establish what can be done to better support the Board.
- RF talked of the need for reflective time for strategic discussions.
- RF noted the need for a separate Education and Standards committee to enable committed time to look at this area as a Board. A recommendation for this would come later in the meeting.
- RF advised that now that the issues surrounding Headteacher contracts had been resolved it was time to look at leadership succession planning.
- RF informed the Board that a good meeting had taken place with the DSC and a proposal from them was to be covered later in the meeting.
- RF provided update on the action plan progress following the asbestos incident in one of the Trust schools.
- RF raised the point that some of his publications are used by the ESM team for training and he stressed that he receives no financial gain from this. He has produced a letter from his publisher confirming this which has been seen by DR and AN.

6.2

- **CFOO Report (including HR and Premises)**
- KC advised that the School Business Managers are in place and backfill work is being done to support with training ongoing.
- KC talked of the work being done to bring HR data in house so that a full overview is held centrally.
- The Board discussed estates and repairs in schools.
- GB asked about the St Mary's Buckfast position.
- JB responded to this and advised on the discussions that have taken place. CAST lawyers will look at this issue and will provide advice on what has been stated in the letters from the St Mary's solicitors. There was some discussion on whether this was a Board or Diocese matter and who is the body to instruct action. JB stated that as the question is over the CAST Scheme of Delegation the instruction should come from the Board.

6.3

- **Director of Education and Standards Report**
- LA provided further detail to the report and documents provided prior to the meeting.
- LA advised that the Secondary performance tables have now been published with Notre Dame scoring Average (-0.01) on the Progress 8 measure and but St Boniface's College scoring Well Below Average (-0.81).
- LA advised that an Ofsted monitoring visit took place at SBC the previous day and the judgement is that the school is not taking effective action. LA provided details of the impact of this noting that the inspectors were

pleased with the actions being taken and the leadership in place.

- LA provided details on the levels of Good and requires Improvement teaching within the school.
- AN noted the action in place to recruit a Headteacher and asked if this is the time to be looking to do so with the proposals for Secondary Education under discussion. LA responded that the RSC wants a substantive Headteacher in place but the plan of the SEL is to secure substantive leadership.
- JB asked about the numbers on roll. LA advised these are low and this progress judgement could impact the numbers coming through in September.
- AH asked about the primary data and what is being done to improve the areas where students are close the required standard. AH further questioned the data and the percentages not matching. LA advised on these queries and confirmed she will come back to AH with the formula she is using to explain this.
- LS asked about Maths and noted the challenge across the MAT. LA noted this is mainly due to weak subject knowledge and she is looking at ways of support. LS then referred to the better achievement in maths of PP students which appears to buck the overall trend.
- JV asked about accuracy with predictions and how the ESM team can be sure these are accurate. LA advised on how the ESMs are monitoring and reviewing this. There will still be some variances but there are definitely better predictions across the schools. LA advised when the Information Management System is in place there will be full monitoring of this.
- JV asked about secondary data. LA provided some details on this and advised the issues with monitoring this data as both schools are recording differently.
- GB asked about exclusions and the higher than national average in some areas. LA advised this is now being addressed.
- AN noted the improvement plan had a lot of actions to be completed in the autumn term and stated it would be useful to see the outcomes of those actions before this is amended. LA will provide this detail. AM noted this is the document the RSC is using this document to assess how the trust is doing.

Action – LA to provide details of the formula used to produce data to AH

Action – LA to provide an updated Action Plan before it is amended for next Board meeting

7.

7.1

Strategic Matters

Clusters Final Recommendation

- RF presented the final paper for adoption by the Board.
- RF advised the feedback is summarised from the 22 responses from schools.
- Schools are welcoming a phased implementation and the proposal is well received.
- RF explained there has been some concern around the Cluster Leader role across the Trust. RF made a proposal for the introduction of a review point to enable the Board to determine how the roles should progress from Cluster Co-ordinator in December 2019. There is concern that there may not be the desire to take on these roles within

the current leadership and that it may be too onerous a task.

- AN was concerned that there needs to be discussion now about an alternative option to the Cluster Leader role rather than waiting until the end of the year to address this.
- JB asked if there is a substantial pay increase for these roles. RF confirmed it would need to be much higher than the current head pay scale to justify the additional responsibility.
- ME highlighted that at the end of this year there will be more information to enable a better discussion to make a firm decision on any changes to the proposal.
- TS queried if other MATs have gone down this route and have cluster leaders in place. RF advised it is a complete mixed economy as every Trust is set up slightly differently. He has not seen executive heads running more than 2 or 3 schools. Many have regional directors who are not headteachers in schools.
- AM queried if there is a leadership format which is financially viable if the Cluster Leader plan does not seem the way forward.
- RF acknowledged that in the early discussions relating to this there were 3 regional directors as an option. AM noted this was an interim phase not an ongoing approach. RF argued that there would always be a need for Regional Directors to oversee the clusters but the discussion was on how many at each point of the implementation.
- KC noted that there is a solid plan in place for 2019-20 but there needs to be discussion on what needs to be done to get to an end point.
- KC noted the need to review the long term proposal but approval of the short term cluster co-ordinator format.
- Discussion that an end point is needed to be able to move forward with clarity.
- ME proposed the Board approve the 19-20 format with a full review of the next step to take place quickly so that a plan is forming.
- RF recommended approval of the paper as is with the review point included to enable the further processes if needed. AN was not happy with this as the proposal now being discussed is a different one to the one presented in the paper.
- RF acknowledged the review point can be earlier than December if needed but the initial decision on moving forward with the next phase of the process needed to be made quickly due to the possible impacts on schools in the coming months.
- This was discussed in depth with some Directors unhappy about approving a proposal which was not necessarily the chosen path.
- It was agreed that the first stage of the process could be approved with the view to establishing the clusters in 2019-20 with Cluster Co-ordinators. The SEL were then asked to produce options for review by the Board with regards to the next phases of the implementation.

Decision – approval of the first phase of the Cluster Proposal
Action – SEL to provide further

Secondary Proposal

7.2

- KC provided further details to the proposals provided to the Board prior to the meeting.
- The proposed recommended by the SEL is that both schools remain as single sex schools with consideration of shared services and staffing in some areas. KC provided further information on the data within the report.
- KC noted some of the financial predictions need more robust testing.
- KC recommended 3 working groups are put in place immediately as this is an urgent issue. One will look at Shared Services and Staffing, the second will focus on Improved Educational Outcomes for both schools and the third will produce a Feasibility Study on a merger. KC noted this all needs to be done by the 12th April ESG meeting so that a final decision can be made.
- JB asked about the financial implications. KC responded that the trust will continue to subsidise SBC's historic and ongoing deficit.
- JB asked what the likelihood of SBC surviving and thriving is. RF responded with the right leadership in place there is every chance and reminded that HMI has noted the school is building on firm foundations. Some investment now needs to be made in securing good permanent leadership.
- AN questioned why there is nothing on the table to confirm the proposal to keep both schools running is financially viable. KC talked of the concern of continued subsidising and the impact on the trust as a whole. The question on leadership of SBC needs to be addressed whilst the processes are completed. Any other options that can be looked at are long term and not quick fixes.
- All in agreement to proceed with this option and for the final proposal to be presented at the Board meeting after the April ESG.
- AN recommended holding back on recruitment until it is fully determined which direction this is going in.
- LS asked about the on cost of carrying out this programme. KC advised this is between £10k and £12k.
- DR was encouraged by the plan for working groups to look closely at each aspect of the process.
- DR noted the higher numbers of admissions from the CoE schools and the likelihood that many parents would be supportive of co-ed faith schooling in Plymouth should this be found to be a reasonable option in the long term.
- AM noted the threats to the Trust which may put it at financial risk once again.
- AM recommended a full financial picture is needed for full Board approval.
- There was some discussion regarding the recruitment process for a Headteacher for SBC and whether this should be delayed until a final plan is in place for the 2 schools. JB recommended the SEL continue with the process of looking for possible leadership and advise Board of any outstanding applicants.
- Fr Jon left the meeting.

Decision –
approval to move
forward with the
shared services
and staffing
option and final
proposal to come
to the Board in
April

7.3 Diocesan Schools Commission Proposal

- RF provided detail of the proposal received and the split of the funding between the schools and the diocese. There is a levy contribution and the amount to be paid by the trust is less than budgeted for.
- RF noted that accountability for this role needs to be more precise but recommended the proposal to the Board.
- KG explained the process of preparing the proposal and the need for the DSC in bridging between the trust and the Diocese.
- GB questioned why there is the need to have 2 people in position rather than just 1. KG advised that the DSC proposal will provide an RE Adviser which is something the Trust has been trying to secure but so far not been able to appoint the right candidate.
- Directors were concerned with the lack of clear accountability. LS noted the objectives aren't smart and measurable.
- JB suggested directors could provide feedback and queries to the SEL to look at further outside of the meeting.
- RF advised that the Diocese want to move swiftly on this to recruit to the role and asked for the approval of supporting a DSC service as proposed with the finer details of roles and responsibilities to be clarified. LS argued that you cannot recruit the right person without the finer details determined.
- ME feels the RE Adviser details are great but queried the lack of attention to the difference between the traditional interaction with schools directly and the impact of dealing with a MAT.
- KG reassured this is a starting document from which she will be drawing up a job description once approval to move forward is gained. This can be shared with RF for consideration once prepared.
- KG asked for approval for the 3 posts and contribution towards the costs of this.
- AH noted there are many opportunities for muddled accountability within this proposal and shared the concerns of other directors.
- Directors gave approval to support the creation of the DSC service with the agreement that finer details within the Terms and Conditions will be determined and brought back to the Board. Funding is agreed in principle.
- SA reminded that the appointment of the DSC is the responsibility of the Bishop and therefore not the Boards area of involvement. There is an opportunity for input but this cannot be taken as a Board decision other than to approve release of the funds. FrM reminded that the schools are the Bishop's and it is his decision on what to do in this area.
- It was agreed by all present that the Board will want their views taken into account for the lines of accountability and terms and conditions.

Decision – approval of the DSC proposal and funding from the CAST budget for this

8. Financial Matters

8.1 Management Accounts to 30th November 2018

- SA queried the cash flow with regards to the level of expenditure over level of income over the first 3 months of the financial year. KC provided details regarding the assumed decline in income. A remodelling will take place following the stewardship meetings.
- AN advised that the Financial Committee has closed at their last meeting earlier in the month and the Board must allow sufficient time at future meetings to fully review financial updates.
- A final recommendation from the Finance Committee is that a Lead Director is put in place to work closely with KC and report to be Board. LS has volunteered which was welcomed by the Board.

Decision – LS to take the role of Lead Director for Finance

Revised Budget and Outline Viability Plan

- 8.2
- KC advised this had been closely reviewed by the Finance Committee.
 - KC talked of the stewardship meetings and the progress made with those schools causing concern.
 - The proposal is that no schools are closed but concerns will be monitored closely.
 - KC advised that a positive surplus position is projected.

9. Governance and Management

9.1 Lead and Link Director Allocation

- RF asked for any further concerns with the proposed allocations to be sent through to HL who is still working to produce a proposal that everyone is happy with.

Action – all to contact HL with any problems with the Link Director allocations

9.2 ESG Update (Verbal)

- AM was happy that all aspects of this had been covered throughout meeting.

9.3 Task and Finish Group Update and Feedback (Verbal)

- The aspects this group are working on were also covered throughout meeting.

9.4 Nomination of Remuneration Committee Members and Terms of Reference

- DR, JB and TS were nominated to sit on this committee.
- TS raised a point about the ToR and expressed his belief that the committee should look more holistically at the whole MAT and review terms and conditions across the trust. RF agreed that this is needed and KC suggested that should be discussed at the meeting.

Decision – DR, JB and TS to sit on the RemCom

9.5 Board Membership (Verbal)

- JB recommended forming an Education and Standards committee with AH as the Chair. JV and ME have offered to be members of this committee. All were in approval and AH will plan the way forward.
- There was discussion relating the Finance Committee and if there is a need to reinstate this. AN recommended waiting for a moment and seeing how it works with this element included in the Board meetings. To be revisited.

Decision – Ed&Standards committee to be established with AH as Chair. AH to make plans

10. Policy Review

10.1 Charging and Remissions - approved

Decision – Charging and Remissions Policy Approved

11. Closed at 14.30

Future Board Meeting Dates

All meetings to commence at 10.30am at St Boniface House, St Lioba Conference Room.

1st March 2019 - CANCELLED

29th March 2019

26th April 2019 – to be confirmed

14th June 2019

26th July 2019