

**Minutes of CAST Board meeting held on Friday 14th June 2019
at St Boniface House, Ashburton from 10.30am-13.30pm**

Attendees:	John Burnett (JB)	-	Foundation Director (Chair)
	Andy Nicholls (AN)	-	Foundation Director
	Sandy Anderson (SA)	-	Foundation Director
	Terry Stockley (TS)	-	Foundation Director
	Deacon Richard Edwards (RE)	-	Foundation Director
	Dan Rogerson (DR)	-	Academy Director
	Graham Briscoe (GB)	-	Co-opted Director
	Jacqui Vaughan (JV)	-	Co-opted Director
	Ann Harris (AH)	-	Co-opted Director
	Laura Sprackman (LS)	-	Co-opted Director
	Raymond Friel (RF)	-	CEO
	Karen Cook (KC)	-	CFOO
In Attendance:	Kate Griffin (KG)	-	DSC
	Helen Laird (HL)	-	Clerk

1. Welcome and Opening Prayer	Decision/Action
<p>Opening prayer by JB. Prayers were said for former Director Cannon Richard Meyer who sadly passed away earlier in the week.</p> <p>JB read a letter he has prepared to send to RM's family on behalf of the Board and SEL.</p>	
2. Apologies and Confirmation of Quorum	
<p>Apologies from ME and JV will join the meeting a little late.</p> <p>Quorum met.</p>	
3. Declaration of Interest	
<p>3.1 Directors were asked to complete the Declaration of Interest and Attendance Register.</p>	
4. Minutes of previous meeting of 26th April 2019	
<p>4.1 Minutes approved as an accurate record.</p> <p>TS raised the issue of actions not being firmly recorded due to discussions not finalising in a decision. TS requested that final actions are firmly advised to the Clerk for formal minuting.</p>	Approved
4.2 Matters arising and actions from last board meeting	
<p>Status updated on Actions Summary.</p>	
5. Chair's Business	
<p>JB noted what an asset MB is to the Trust and recognised his decision to leave the Trust at Christmas. He will be deeply missed by all and the Board are immensely grateful for all he has done in his time with CAST.</p>	

JB noted the Ofsted inspections which have taken place at ND and OLA, Barnstaple which went well and congratulated those who have been involved in supporting the improvement in these schools. JB will write to the Headteachers of these schools at the appropriate time.

JB referred to the ongoing issues with St Mary's, Buckfast and thanked AN and LS who have supported in the process of dealing with the complaint.

JB advised that Buckfast have not yet responded to the most recent correspondence and drew attention to a section of this letter, emphasising how strongly he feels about the responsibility of the Board to the DfE and RSC. All agreed that Buckfast should not be allowed to be any different to the other schools within the MAT. RF warned of the contention with this issue and the reputational damage this process could do.

SA asked, as link director for this school, if he should continue with his planned visits in the normal way. JB responded that he should and to treat the school in the same way as every other school, extend the hand of friendship.

JB advised a meeting has been suggested between all parties to ascertain how the Trust and school move forward together.

The Bishop and KG (or her successor) are to receive a copy of all correspondence relating to this issue.

JB asked for the admin process to be tight on this.

JB noted that KW is conducting an investigation into this complaint on behalf of the trust.

JB talked of his visit to SBC, provided an update to the Board and advised of the plans to move the central offices to part of the buildings there. JB was impressed with the Deputy Head at the school and feels good work is being done there to make the required improvements.

JB thanked the Board for all their work done in each of the areas of responsibility and the SEL for what they do also.

6. **Executive Update**

Report provided to all prior to the meeting.

- RF updated on the most recent meeting with the RSC and referred to the letter of concern from them relating to St Catherine's, Wimborne. The key concern identified in this letter is school improvement capacity and rigour of such. RF advised that he and LA will be presenting the plans to the RSC on 12th July and this will then come to the Board on 26th July. LA will be bringing a 2 year overview of the work that has been done with regards to school improvement.
- LA advised 27 schools were deemed as 'not good' in Sept 2017. Many weaknesses have been unpicked and coasting schools have been identified. 1 school has declined due to a change of headship but the others have all made notable improvement. RF explained what the report will show in July and what the SEL are hoping to be able to confirm to the Board.
- TS raised concern on whether this is the best use of LA's time as the Board know the work that has been done and the progress made. It would be better used to look

forward. JB argued that the RSC needs to be clear on the journey that has taken place. RF clarified that there are 2 pieces of work, firstly to ensure those without educational background fully understand school improvement which has been made and the second to address the way forward and how this is monitored and reported.

JV joined the meeting.

- RF talked of the Trust still being in the repair phase before being able to fully concentrate on the strategic plan going forward.
- AH noted the recommendation in the letter to move LA from the day to day repair to a more strategic role. LA shared her concerns with this and advised the Board that she is able to cover much more now she is in situ in one of the schools 2 days a week as this is giving her time to work on other areas also.
- DR noted the communication improvements which have taken place within the Trust and the much more positive discussions taking place between schools.
- AN referred to the need for a common understanding of what a Good school looks like and the surprise that not all Head's know what this is, asking if this work will flush this out to give all schools this understanding. LA noted that it is quite clear in the Ofsted framework what a Good school should be doing and targets they should be meeting.
- MB noted the confidence that can be reduced by an Ofsted inspection which can hamper the Head from seeing they are a Good school. Until that rubber stamp from Ofsted is in place they may not believe the school is Good.
- LA suggested bringing the effective Heads together to look at what the KPIs are.
- MB talked of the curriculum conference held where the new Ofsted framework was discussed.
- AH added that she felt the comments from Cluster Co-ordinators about this were related to a concern that not all HTs know what Good is not those in the CC positions.
- LS reminded to keep in mind everyone in the process of school progress not just the ESM team and understanding the whole structure enables positive outcomes.
- RF talked of the Risk Assessment process in place with the SEL and the KIT meetings which take place weekly. The first point of conversation is always to review the schools. RF provided the document in use for the Board to view and offer any feedback on.
- SA asked about the recommendation from the RSC to have a Trust wide curriculum and if there is a need for this. LA advised that the contents of the letter are not the same as the actual discussion. LA talked of the discussion relating to a Trust wide curriculum and is looking at how this could work in Clusters rather than across the whole Trust.
- TS asked what exempt means under the "next Ofsted" column. RF advised schools which are outstanding do not

receive inspections unless a concern is raised which would trigger one.

- RF noted the significance of seeing Directors in schools as links and support, speaking about the visit to SBC by some of the Board and SEL. RF will continue to work with the school on a consultancy basis.
- JB talked of his hope for SBC and the support in place for the school.
- RF has asked MB to run a session on the new Ofsted framework after the Board meeting in July.
- RF advised Ofsted are now evaluating MATs and provided a report from another MAT who have been judged as Good for the Board's information.
- RF talked of the departure of MB and the recommendation to replace like for like with an advert being placed in September to seek a replacement. LA will be meeting with MB to look at whether there may be other ways of working and asked for some flexibility to adjust if there are alternative options.
- RF updated on the appointment of Cluster Co-ordinators across the Trust and the initial meetings that have taken place with their schools.
- AN noted that 2 of the pilot Cluster Co-ordinators were not were not appointed to the permanent role and questioned this. LA advised they did not apply for the roles. One of them has taken an executive head role for 2 schools. The other has been put forward for Ofsted training and has become a National Lead in Education.
- RF updated on recent and on-going leadership appointments in schools.
- RF talked of the appointment of Cannon Mark O'Keeffe as..... and noted that he will be appointed as a Member of the Trust in replacement of Father Jon.
- GB suggested writing to Cannon Mark to congratulate him and advise he would always be welcome to attend Board meetings. RF will do this on behalf of JB.
- RF thanked KG for all her support provided as DSC, this was echoed by JB and the Board.
- RF informed he is encouraged by the sign up to the Aspiring Heads programme and advised of the number of future leaders in the next cohort.
- KC talked of the proposal from St Mary's Buckfast to increase their PAN and advised the Board she has no concerns with supporting this. All were in agreement so the proposal was approved.
- RF advised that Teaching Schools no longer exist and there is now only the option to be a Hub. A prospectus detailing this was provided to the Board for information prior to the meeting.
- The Trust is not presently in a position to pursue this option but this can be kept in mind for the future.
- The Board discussed the proposed student strike planned for September against climate change and whether schools should be authorising absence for the students to support this.
- RE does not believe it is the place of the Trust to facilitate political action.

Action – RF to write to Cannon Mark

Decision – approval of the increase of PAN at St Mary's Buckfast

- LA noted this should be driven by the school as a programme and not down to parental decision.
- LS acknowledged the processes already in place and that the Headteachers can authorise absence or not. She supported the schools preparing an action as a group rather than allowing students to miss school to attend protests.
- It was agreed by all that the recommendation is for schools to make arrangements to involve students in the action in a programmed way. This should be a school led process with no absence to attend protests approved.
- GB referred back to the comment from the RSC suggesting that the position of trustees should be reviewed once they are over 4 years in post and queried why this is recommended when more than one 4 year term can be carried out. KC advised that this recommendation has come as there is currently no process in place to evidence how the Board make up is reviewed.
- RF confirmed his CEO induction with the RSC has concluded and it was useful to a point. There is still much to learn on the job.
- Meeting moved to Part II to discuss a confidential matter.

Decision – schools should prepare a programme of activities to support the climate change protests. Absence from school should not be authorised

7. **Education and Standards Update**

The Board received papers for this section prior to the meeting. LA provided key highlight information.

- The first IAB meeting at St Catherine's Wimborne took place the day before the Board meeting and AH advised the school is moving forward very quickly.
- LA advised of the work being done to strengthen the school and the hope that a future monitoring visit may convert to a full inspection to enable the judgement to improve rapidly.
- TS noted the excellent support in place from LA and the evidence he has seen of improvement as the new Link Director for this school.
- LA discussed some staffing movements within the school.
- LA talked of the 4 permanent exclusions at SBC, 3 of which were not upheld due to failure to follow processes. Work is being done to train the staff to ensure this is not the case in future. KC provided further details having supported as chair of the panel for some of these processes.
- MB also provided some details having supported the school through the initial processes.
- LA updated on St Catherine's Bridport and the recent Ofsted inspection advising the key concerns were related to the leadership issues discussed previously.
- SA referred to the feedback at St John's and the veiled threat from the inspector that a school cannot continue to remain at RI. The Board discussed the concern that if a school has more than 2 consecutive RI judgements they would then be placed in Special Measures.

- LA noted the number of Grade 1 schools within the Trust has diminished and provided some details on the number of each grade based on CAST judgements.
- AN asked for clarification on one of the judgements and if this is due to there being a new Head in place. LA confirmed this was a factor but is predicted to move back up quickly.
- SA asked how many of the Grade 3 Heads the team are worried about. LA responded that there is one of concern and advised she would anticipate half of them struggling to become grade 2 Heads. LA provided some context on the support needed by some of the Heads which does not mean they are not effective but may not be able to independently run their schools. KC added the issue of recruiting strong Catholic Heads.

Annual Safeguarding Update

The report was provided to the Board prior to the meeting for review.

- MB provided some key highlights and talked of the positive support from schools with regards to reporting and compliance.
- MB talked of the much better comparison data available now that that all schools use CPOMs for recording.
- Amendments have been made to the SG forms which are being consulted on with Headteachers now ready for implementation in September.
- MB believes there is now a really well rounded view of the schools which is very positive.
- TS asked if there are any external measures to compare the trusts data. MB confirmed there is the possibility to benchmark and talked of the work now that needs to be done to ensure all schools are reporting in the same way.
- TS was surprised at the number of recorded concerns. MB responded that the concern is when the numbers are low as all concerns, even the smallest of them, should be recorded to build a full picture.
- MB talked of the work he has done with JV as Safeguarding Lead who is fully informed on the detail of any concerns.
- JB requested the Board are made aware of any serious incidents without detail to ensure everyone is in the know. MB advised on some areas the Board may wish to know about.
- DR asked if Link Directors should be aware of any safeguarding concerns with their schools. LA agreed and acknowledged the SEL need to think about how this is communicated. LA will take this as an action.
- AH and AN have completed the level 1 Safeguarding training with Kim Wathen. This has been recorded on the Directors Training Record.

Action – Establish a format for sharing Safeguarding information with Link Directors

Update from Chair of Education and Standards

The Board received the minutes from the last meeting prior to this meeting for information.

- AH advised the ESMs will join the next E&S meeting to review their work and impact.

Action – JB to visit the Cornwall Schools. RF/TP to assist

- JB noted will visit the Cornwall schools and would like to look to book for a Friday in July.
- RF advised a Mass will be conducted for those Heads who are retiring.

8. Finance and Resources

CFOO Report

The Reports and documents for this section were sent to the Board prior to meeting.

- KC talked of the need to relocate from the current central offices due to the high rent levels. A rent amnesty was declined by the Diocese. The recommendation to the Board is to relocate to SBC. Once this decision is made KC will talk to the unions about the impact on the staff and work with them to determine how work can be carried out.
- JB asked how much notice is needed for the current office lease. KC advised there is no contract but she would be looking to provide as much notice to the Diocese as possible.
- KC advised there would be a saving of approx. £65K a year once relocation costs are covered. JB asked for support from the Board to approve this proposal.
- AN asked if there is a project manager in place. KC confirmed Tina Parkes is doing this and has a qualification in this area. LS offered her support for TP in this process if it is needed advising she has managed projects such as this in the past.
- SA asked what equipment will be needed. KC advised the IT equipment belongs to the trust, office furniture is needed.
- All were in agreement and the proposal to relocate the central offices to SBC was approved.
- SA asked if there was an update on the Scomis provision. LA confirmed she would be meeting with them on Friday to follow up and confirm details of what is required. AN asked about the user spec. LA and KC advised the information is there in the system for schools, now the work is to look at how this can be correlated for the whole trust.
- RF talked of the new framework and the recommendation for 2-3 data drops per year. This is less frequent than currently done and much more manageable for the team.

Decision –
approval to
relocate the
Central Offices to
SBC

Management Accounts to 30th April 2019

Details provided prior to the meeting and fully discussed by the Finance and Resources Committee at their recent meeting.

- No questions.

Update on Budget Planning and Key Assumptions

The board received the BRFO prior to the meeting and KC advised on the new format of this document.

- KC advised the Board to be mindful of the schools with negative reserves and suggested a more robust discussion is needed to look at why the forecast continues to be negative.

- SA expressed concern that there is no discussion on how to stop the bleeding. KC agreed and provided some detail to specific schools to advise on where the problems lie.
- The concern of the SBC deficit was discussed at length. The Board agreed this is something for discussion at the Strategy meeting.
- The Board discussed how to ensure the 1% savings are made for investment. The Finance and Resources committee will need to monitor this.
- KC advised the budget planning is going well with a few schools still having to work on bringing in a positive forecast.
- KC advised on the key assumption, mainly the expectation that the Government will not fund the teacher's pay award.

Update from Chair of Finance and Resources

The Board received the minutes from the last meeting prior to this meeting for information.

- AN highlighted that the savings target will be exceeded this year.
- AN advised that HL is working on a table to cover all elements of the Finance and Resources section of the Holding Management to Account document which will be referred to to ensure the committee is covering all its key functions. This can be shared with other Chairs of Committees to use as a template.

Terms of Reference

- AN presented the ToR for this committee or the Board to approve.
- There were no queries and the document was approved by all.

Decision –
Approval of the
Finance and
Resources ToR

KC advised the ESFA review has taken place and they were interested in the Cluster plans. Generally happy that things are going in the right direction.

9. Audit and Risk Update from Chair

The Board received the minutes from the last meeting prior to this meeting for information.

- Dr advised that RE has agreed to join the committee.
- DR updated on the work done on the risk register with the amendments and additions made by the committee.
- DR highlighted the concern over pupil numbers which will need to be discussed in the Strategy meeting.

10. Governance and Management Self-Evaluation Responses

- AH provided an overview of the responses received to the self-evaluation. This will support discussions at the Strategy meeting.
- The responses confirmed all Directors feel the Trust is at the Beginning and Developing stages in all areas.

Governing Schedule of Accountability

- The Board were provided with the latest version of this which would be launched with LGBs at the briefings the following week. RF advised the Cornwall LGBs have already seen this and it has been received positively. DR added to this explaining how different the reaction to these briefings is compared to a few years ago.
- JB expressed his thanks to AH for her work in this area.
- The document was approved by all.

Decision –
Governor
Schedule of
Accountability
Approved

2019-20 Meeting Dates

- HL presented the proposed meeting dates for the next academic year advising there would be 5 Full board meetings, 4 of each Education and Standards and Audit and Risk and 5 of Finance and Resources.
- HL advised there are a few tweaks still to be made with the Finance and Resources meetings due to availability of Directors. This will be ironed out over the next week.
- HL advised the Audit and Risk meetings will all take place at 10.30am rather than a few which are shown as a 2.30pm start.
- All were happy with the proposal and dates were agreed.

Decision –
Meetings dates for
2019-20 approved

Protocols for Director Storage of Data

A document on this was provided to the Board prior to the meeting.

- HL advised on the work done to look at this and provided recommendations to the Board on what options they could take to ensure data shared is protected.
- Directors were not happy to move to using Trust emails and discussed how they find the secure part of the CAST website difficult to navigate when moving between documents.
- SA Proposed HL continues with the option to find an alternative provision for sharing of documents. All were in agreement.

Action – HL to
further research
options for
sharing of
documents with
the Board
Decision –
Provider Access
Statement
Approved

- 11. Policies**
Provider Access Statement
 - Approved by all.

- 12. Close**
Meeting closed at 13.45

Future Board Meeting Dates

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

Friday 26th July 2019

2019-20 Meeting Dates – Locations to be confirmed

Friday 4th October 2019
Friday 13th December 2019
Friday 28th February 2020
Friday 15th May 2020
Friday 24th July 2020

Minutes approved on 26th July 2019

