

THE BLESSED CHRISTOPHER WHARTON
CATHOLIC ACADEMY TRUST

Registered Office:
The Holy Family Catholic School
Spring Gardens Lane
Keighley
BD20 6LH



Minutes of the extra meeting of the Trust Board

Thursday 3rd March 2016



St Anne's Catholic Primary School,
A Voluntary Academy
North Street
Keighley
BD21 3AD



THE DIOCESE OF LEEDS

Our Lady of Victories Catholic Primary School,
A Voluntary Academy
Guard House Road
Keighley
West Yorkshire
BD22 6JP



MINUTES

Meeting	BCW CAT extra meeting of the Trust Board		
Date	Thursday 3 rd March 2016	Time	6.30pm
Chaired By	Cameron Robson	Location	Saint Anne

MEMBERS

Name	Status	Name	Status
Cameron Robson (CR) — Chair	Present	Paul Booth (PB)	Present
David Johnson (DJ) — Vice Chair	Present	Sam Poulton (SP) – HT STA	Present
Neil Moules (NM)	Present	John Devlin (JD) – HT OLV	Present
Keith Moreton (KM)	Apologies	Bernadette Cawley (BC)	Present
Mgr Andrew Summersgill (AS)	Present	Deirdre Naylor (DN)	Present

IN ATTENDANCE

Celine Ries – Clerk	Present	Lynne Royle (LR)	Present
Gail Khan (GK)	Present	Stephen Johnson (SJ)	Present

NOTES

Item No.	Agenda Item
1	Opening Prayer
	Led by AS
2	Welcome and introductions
	The meeting began at 6.35pm, and was quorate.
3	Apologies for absence and consideration of consent of absence
	Apologies were received from Keith Moreton.
4	Confidentiality and Declarations of interest
	BC's husband works at St Walburga's Primary school.
5	Any Other Business and requests for Agenda order variation
	<ul style="list-style-type: none"> • JD to give an update of the applications of schools for conversion to academy status. • BC asked for a discussion on the arrangements with the other academy trusts.
6	Feedback on meeting with the Diocese
	<p>The Chair reported on his meeting with the diocese. He perceived a lack of decision making with the other schools. The Chair emailed Father Andrew regarding decision making for St Joseph Primary. He is concerned about an opposition coming from the diocese. Father Andrew responded quickly.</p> <p>Caroline Hyde, appointed in the diocese office, will support the Trust, along with Angela Cox, the Chair of the Bishop Wheeler Trust.</p> <p>It was a productive meeting, Father Andrew promised improved communication between the diocese and the Trust. The diocese and the panel will meet to discuss the school applications to become members of the Trust.</p> <p>St Joseph (Keighley), St Winifred, St John The Evangelist, St William and St Walburga have all been given a conversion date of 1st July 2016.</p> <p>The heads of the schools met to complete the applications together and St Joseph's has been submitted to the DFE.</p> <p>BC questioned the fact that 5 schools will be joining the Trust at the same time. Is the Trust ready?</p> <p>Angela Cox has offered a meeting, and a consultation process is in place.</p> <p>The deadline for the conversion to academy status grant has been extended.</p> <p>A meeting will be held on 22nd March with Vicki Hair, a solicitor from Browne Jacobson. The HTs and Chairs from the converting schools will meet in April.</p>

	<p><i>GK arrived at 6.50pm.</i></p> <p>The subject of the land issues was briefly discussed, there remains outstanding land issues with Holy Family (HF) in particular.</p> <p>BC asked about the post in CSP (Catholic School Partnership).</p> <p>A serving HT has applied for the post. A funding of £30,000 will be allocated. The post was advertised in 18 schools.</p> <p>The Trustees asked about the CSP fees.</p> <p>The CSP subscription fees will increase by a few thousand pounds next year. The base fee is around £3,500, plus a percentage of the budget.</p> <p>DN asked if it is clear in the accounts.</p> <p>It is in the accounts, but should be clearly identified in the future.</p> <p>Trustees reflected on the amount of the fee. The CSP fee includes training courses; 80% of the training courses attended by the schools are organised by the CSP. The CSP fee represents 1% of a school's income.</p> <p>Angela Cox, Caroline Hyde and Father Tim wish to be more informed of the Trust's matters, and asked to receive the minutes from the meetings. The clerk will add them to the distribution list.</p> <p>It was suggested the Trust may benefit from £260,000 when the 5 schools join the Trust.</p> <p>GK added the schools may be eligible to small school grants and funding for business management.</p> <p>A joint annual meeting with the Bishop and the four Trusts was proposed.</p> <p>AS suggested a meeting with Angela Cox, Caroline Hyde and Tim before April.</p> <p>The Chair stated the trustees should be the ones using all their skills working together on a strategy, and should not be dictated by one person, who may well hold the position, but may not always be true to the Trust's position.</p> <p>The Chair suggested termly meetings with all the Trusts to work together to progress.</p> <p>JD confirmed Angela Cox will meet with each HT and Chair.</p>
7	<p>Presentation on Communication with Academy Councils and Expansion of Trusts</p> <p><i>Paper "Preparing for growth – How to build a successful MAT" and a sample "scheme of delegation" tabled by GK</i></p>
	<p>GK gave a powerpoint presentation to the trustees.</p> <p>GK has 10 years experience of forming MATs (Multi Academy Trusts).</p> <p>A high performing MAT has to be aware of the key transition points, particularly the phase from 5-10 academies, there is a need to develop skills and infrastructure. This is based on research done 18 months ago, she spoke to MATs of various sizes. The MATs need to grow carefully, some academy trusts have grown too quickly. 5 schools may be too much to absorb, the Trust should consider staggering them. It is also advisable to have a mixed portfolio of schools (city schools, failing schools, various form entries). When planning growth, the trusts need to think in terms of geography, and to plan the development in terms of clusters. Work has to be done on developing the chief executive of the Trusts, the CEOs of high performing chains tend to be strong, ambitious and determined leaders with clear moral purpose.</p> <p>Having individuals with strong commercial skills at board level is crucial, especially when the chains grow beyond 4-5 schools. As a trust grows beyond 5 schools, a full time financial director is essential. All the schools applying to become an academy have to name their financial director. Strong financial planning is vital.</p>

	<p>GK gave examples of good and bad practice. The Board Development plan needs to be set with clear strategic objectives. There can be also a lack of school improvement capacity, a failure to turn around schools quickly enough. GK advised the trustees that their scheme of delegation is too long and not suitable for schools. The sample of a scheme of delegation gives examples of best practice. The document is very important, and makes it easier for the accounts. The trust also needs terms of reference for the board and the committees. GK warned the trustees of the duplication of effort, the Trust does not need a Full Board and 3 committees, if each school already has the same committees, even more so if the schools are good or outstanding. Also, the MATs tend to not be good at evaluating the impact, and would require an annual self-review.</p> <p>GK finished with key considerations for the trustees. What is the aspiration, or the vision of the Trust. The leadership and management and its capacity to deliver and grow, the future structures (a need to look ahead to 2020), a school improvement plan and governance arrangements and scheme of delegation review.</p> <p>BC asked about slide 5 and how do the trustees know whether the information given by the schools is accurate. GK – Some of the trustees could go to the governing body meetings. This could be built into a self-review process. The Trust needs to decide who is going to be the link trustee for Teaching and Learning and other focuses. They need access to the minutes of the schools. The Trust could set up a portal with the governing bodies’ papers accessible. The tipping point for a MAT is 5 schools. It is part of the CSP role to report on the strengths and weaknesses of the schools. Trustees added Angela is very informed on the schools and is clear about which schools are ready to join the MAT. GK declared the Trust needs financial data, information on the buildings, due diligence needs to be applied. The role of the accounting officer is significant, the financial handbook is changed every year, training for that role is crucial. BC- Can we do due diligence by 1st July? GK advised to move with caution and to not push for 1st July. JD – one of the schools will be in deficit budget. The Chair agreed that considering the Board struggled for the last year to achieve a good level, taking on 5 schools at once seems too risky. GK advised extra funding may be available for RI schools (Requires Improvement). St Joseph and St William could benefit. GK can offer help to the Trust. She advised that no more than 30% of the trustees can be staff members. The DfE will not allow more than 11 members in the Trust. For the moment, a priority is the scheme of delegation. GK will reflect on the discussion and offer a proposition to the Trust by 17th March. Vicky has been invited to the meeting of 17th March.</p> <p><i>GK left the meeting at 8.25pm.</i></p> <p>GK is to be paid by the grant. The Chair proposed to consider quotes from other professional before accepting GK’s services. AS suggested asking for a reference from Middlesborough instead of other quotes.</p>
8	<p>Communication between the Trust Board and the Academy Councils</p>
	<p>SJ stated the academy councils have not met the Trust, most of the governors do not know the Trust members, and maybe the Trust could try and bridge the gap. JD will invite the 5 HTs and the 5 Chairs of the 5 schools applying to join the Trust to the</p>

	17 th March meeting to give a pen portrait of their schools. JD and SP will also give a pen portrait of their schools.
9	AOB
	<ul style="list-style-type: none"> • JD gave a short <u>update on the Trust's website</u>. The website is not live yet. • JD informed the trustees of a <u>request made by Martin Hings and Farzana Azad</u> from HF. Brown & Jacobson sent HF a bill amounting to £4,500. HF has asked the Trust to settle the bill till they can pay it back on 7th April. Trustees asked if this is legal and asked for caution, HF is not in the academy Trust. It was decided to reject the demand, and to ask JD to email Brown & Jacobson on behalf of the Trust to wait till 7th April, as the academy Trust is expanding, any gesture of goodwill will be welcome. • <u>LR asked for some clarification on her role</u>. The Trust will check with Angela and let her know. • BC will send a <u>sample format of a development plan</u>.
10	Closing Prayer
	Led by AS.
	The meeting closed at 9.00pm

FUTURE MEETINGS

Date	Title	Location and time
Thursday 17th March 2016	Full Board	St Joseph Keighley @ 6.30pm

OPEN ACTIONS

Agenda Item No.	Action	Owner	Due	Status/Update
6	Add Angela Cox, Caroline Hyde and Father Tim to the distribution list	Clerk	ASAP	
8	To invite the 5 HTs & 5 Chairs of the 5 schools to come to the meeting on 17 th March	JD		
8	To do a pen portrait of their school	JD & SP	17 th March	
9	To contact HF re Brown & Jacobson bill	JD		
9	Check LR's role		17 th March	
9	Development plan / sample format	BC	17 th March	

MINUTES AGREED AND SIGNED

Chair	Date