

**Minutes of CAST Board meeting held on Friday 26th October 2018
at St Boniface House, Ashburton from 10.30am**

Attendees:	John Burnett (JB)	-	Director (Chair)
	Fr Mark O’Keeffe (FrM)	-	Director
	Andy Nicholls (AN)	-	Director
	Maria Edwards (ME)	-	Director
	Terry Stockley (TS)	-	Director
	Graham Briscoe (GB)	-	Director
	Fr Richard Meyer (FrR)	-	Director
	Jacqui Vaughan (JV)	-	Director
	Ann Harris (AH)	-	Director
	Raymond Friel (RF)	-	CEO
	Karen Cook (KC)	-	CFOO
In Attendance:	Alan Morris (AM)	-	ESG Chair
	Kate Griffin (KG)	-	DSC
	Louise Adams (LA)	-	Director of Standards and Education
	Matthew Barnes (MB)	-	Deputy Director of S&E
	Helen Laird (HL)	-	Minute Taker

1. Welcome and Opening Prayer

Opening prayer by Father Richard.

2. Apologies and Confirmation of Quorum

Apologies received from Chris Coward, Laura Sprackman, Dan Rogerson and Sandy Anderson.
Quorum met.

JB talked of the letter received from the RSC and advised of some of the key points he has noted.

- Thanked LA for the work being done with many of the schools.
- Thanked FrM and Bishop Mark for the support and work done.
- Advised he is still awaiting a meeting with Lord Agnew.
- Noted the positive steps made but that there is still some work to be done.

LA provided some detail to the Ofsted judgement of St Mary’s Swanage and the work being done to move the school to Good from RI.

JB talked of his concern with the lack of attendance of CC at Board meetings.

JB talked of RF’s probationary period which finishes in December.
JB acknowledged the work done by KC with the Auditors.

3. Declaration of Interest

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

GB advised that he has been appointed as a director of Tamar Housing Association. This has been added to his declaration.

4. Strategic Considerations

4.1 Hubs Proposal

Decision/Action

AM noted that further work needed to be done to the paper, given the RSC's statement in her letter of 2nd October that the pilot needed to be in place by January 2019 with a full model going live in September 2019. He suggested that, following feedback from the board members, the paper be referred to the ESG meeting on Friday 2nd November so that a final draft, consistent with the expectations of the RSC, could be ready for board approval by mid-November.

AM noted that it was very encouraging that many of the concerns raised within the V&V consultations would be addressed directly by a Hubs model if implemented correctly.

JB questioned whether these papers should be discussed in depth if there is likely to be big change. AN countered that it is vital there is discussion at this board meeting to gain a clear view of what the board's position is. ME agreed.

Before moving on to further discussion on the hubs, JB reported that AM had a point to raise that involved the senior staff leaving the meeting and he would prefer to deal with that immediately.

AM noted the change in Terms of Reference for the ESG committee and specifically the request for the ESG to play a more formal role in ensuring the effectiveness of the board. AM had consulted with the ESG and had some proposals but, given the sensitivity of the topic, had asked for a discussion with only board members present.

JB asked non Directors other than the DSC to leave the meeting.

Moved to Part II

All re-joined the meeting.

AM returned to the timetable for the introduction of hubs and thought that many positives would come from a well thought through model and, in the light of the feedback, the quicker that key members of staff were working together in schools the better for morale. AM felt a successful pilot would send a positive message to the rest of the schools that this move is an opportunity to balance local needs within an overall policy of greater alignment.

RF explained the reason for suggesting a pilot start date for March but confirmed this could start earlier. RF outlined the possible risks with regards to any redundancy processes.

RF clarified that the pilot is not to evaluate whether Hubs is the right way forward, it is to check the model suggested to ensure it works.

KC detailed the timing issues and explained that if this proposal is approved in its current form there are redundancy implications.

The original plan is to obtain some feedback from schools on how the model is implemented. This would enable a final proposal for approval by the Board to be brought to the January meeting and then any redundancy consultations would begin with a view to be concluded ready for the pilot to begin in April.

TS asked if this would still be a proposal if the Trust was financially stable. KC responded that it would still be the model suggested to improve educational outcomes.

AH asked if a model has been looked at with partnership boards to work together and begin this process of cluster culture. ME added that each cluster would have a Link Director which then builds the relationship between schools and the Board further.

KG noted the backing of the previous RSC for the cluster model. RF advised that the Trust is not currently set up in clusters and that the 3 areas are widespread.

AN referred to the proposal for a phased implementation and his concern this could be open ended. AN also queried the rationale for this proposal. Is there a capacity or capability problem? RF explained there is an uncertainty on whether there could be hub leaders in place within the year.

JV queried why the Trust would only look internally to fulfil these positions. Discussion regarding designing the organisation that is fit for purpose rather than around the people currently in role and various ways to begin creating the Hubs.

AN queried the reference to the term consultation at numerous times across the paper and expressed that he believes this should be a communication exercise seeking feedback from schools not a formal consultation on the proposal.

AN queried the accountability of the Hub Leader. Are they accountable for the whole Hub performance? AN feels this needs to be clear within the model. Discussion relating to who provides challenge to each level. All agreed this needs to be crystal clear before anything is put in place.

RF talked of the work being done with some of the schools with regards to Stewardship Conferences and the recommendations which will come from this.

KC provided some viability information.

LA noted the training and development which will be required to support the move of a current Headteacher into a Hub Leader role.

ME asked for notification to Link Directors of the Stewardship Conferences so that they can attend and queried why they have not already been notified. RF responded that these dates can be shared with Link Directors but are already set in stone so cannot be amended.

TS queried whether the Trust can employ ESM's into Hub Leader roles where there is not the capability within the Hubs currently.

AM will meet with RF to discuss this further and the ESG committee will review fully at their meeting on 2nd November to then produce a document to come to the Board.

It was agreed the final proposal will be sent to Directors out of meeting to review and respond by email. The proposal will be with the Board by mid-November with a reply deadline indicated for responses.

Secondary Paper

RF detailed the work needed to be done to now streamline and cost the proposal to be submitted for consideration in January.

AN provided some further detail as Link Director for the schools and recommended a detailed discussion as part of the ESG meeting.

AM agreed that there is still further work to be done and that the ESG would turn to this once the work on the hubs paper was completed.

FrM talked of the urgency of this matter due to the performance of SBC.

The Board discussed the ownership of the ND land.

TS noted the need to put systems in place to measure financial and outcome levels.

GB noted the length of time it would take to build on one of the sites if this decision was taken.

The decision was made to discuss this further at the ESG meeting and return a detailed proposal to the Board in January.

Decision – to approve final Hubs proposal out of meeting.
Action - RF to send final proposal for approval by mid-November following ESG consultation

Decision – Further discussion at ESG with a costed proposal to be brought to the Board in January

4.2 **Vision and Values**

AN noted this is a good document but suggested drivers and strategic priorities are not the same thing and requested this be addressed.

AN does not like the moto suggested and added that it should have some reference to education.

AM stated this is an excellent document but noted it needs to be clearer on the reference to the most vulnerable and who these students are since it would have a direct impact on decisions about resource allocation. The Board discussed in depth and agreed this needs to be clear.

AM also noted that the document does not address how non-Catholics are made to feel part of CAST and that this was raised in an issue in over half of the consultation documents.

TS questioned whether there is the need to mention Hubs within the document so that it does not tie in to a specific model.

AH queried whether the Strategic Priorities will drive the LGBs and their agendas for meetings. RF advised there is a Business Plan in place and he will be producing a Strategic Plan to come to the Board at the December meeting.

FrR supported the emphasis on welcoming those who are not catholic.

It was agreed that any other feedback will be sent to RF by email and copied by the Board.

It was agreed that a moto is not needed at present.

Approval for the amendments to made to the document to be recirculated by close of day Wednesday 31st October. Approval response from Directors by end of Friday 2nd November including all on the email responses.

Scheme of Delegation

The Bishop has given his consent for the revised version of the Scheme of Delegation through the DSC. KG provided further detail to the amendment made to Appendix 2 of the document. RF confirmed this is acceptable to the Bishop and this final approval was noted by the Board. The Board is now in a secure position to adopt this new Scheme and roll it out across the schools.

RF advised this document can be revisited annually and that it is a robust document.

AH queried how the Hubs will fit into this scheme. RF advised that they do not feature at present as that process has only just started. The document reflects where the Trust is today.

KG made note that the Articles of Association are still to be reviewed but there are recent guideline changes which will need to be taken into account.

The Board approved the adoption of the Scheme of Delegation. RF will ensure this is now shared with all schools and in place from this day forward.

5. **Minutes from the meetings held on Friday 14th and Friday 21st September 2018**

All agreed to be accurate. JB signed.

6. **Matters arising and actions from last board meeting**

Status updated on Actions Summary.

Action – all to send any further feedback to RF by 02/11/2018

Decision – a moto is not needed at present

Decision – Adoption of the Scheme of Delegation

GB noted the need for a policy on Director CPD. Discussion. An updated Training Record is also needed.

7. CEO Report

7.1 RF provided further detail to aspects of his report.

- Discussed the unsuccessful RE and Catholic Life Adviser recruitment.
- Discussed the interviews taking place next week for Head of one of the primary schools.
- Discussed Headteachers on interim contracts.

KG provided details of who sits on the Diocesan Schools Commission.

7.2 Governors Handbook

RF talked of the feedback received from the consultation on the handbook.

RF talked of the need for strong Governor training.

TS noted the need to ensure all documents coming out from the Board are of a high standard so suggested critical review for spelling and grammar of all documents.

AM asked whether the handbook would address all the points that had been raised by LGBs in the consultation. RF

acknowledged that it would not and responded that this is a document that can be reviewed at regular intervals. AM

suggested that it might be helpful to manage the expectations of the LGBs in the meantime.

All approved subject to editorial checks.

Decision –
Approval of the
Governors
Handbook

7.3 Staff Code of Conduct

RF advised this policy has gone to the schools to review and also the unions.

KG noted there needs to be clarification with regards to spending time with students outside of school hours so as not to stop schools trips etc. taking place.

All approved with that amendment.

Decision –
Approval of the
Staff Code of
Conduct

7.4 Whistleblowing Policy

Policy approved.

AN asked when the policy review cycle will be brought back to the Board. RF will bring it to the December meeting with updates on the review dates and where responsibility sits for each.

Decision –
Approval of the
Whistleblowing
Policy

8. CFOO Report

8.1 Management Accounts to August

KC provided further detail to the documents provided to the Board prior to the meeting.

KC updated on the Audit process and advised the Auditors are still planning to visit schools to look at internal processes.

KC advised that the Finance committee in November will discuss the final position for 2017-18.

AN asked if there are any areas that may impact the current position. KC noted the awaited funding for the Teachers pay award in an area of uncertainty still.

The Board discussed the conversations with schools regarding the financial position.

KG asked if the schools of concern last year have made improvements. KC advised many of them are fine this year but looking forward are of concern again.

8.2 Finance Matters Update

TS asked if the Business Manager plan is still on track. KC advised some training and development is required but everything is still looking good for end of November. JB asked about the FNI. KC advised a meeting with Lord Agnew is awaited.

8.3 HR Report – Teachers Pay Award

KC recommended moving to the standard pay scale. Discussion regarding the risk of making that decision now but not receiving confirmation of the funding until January. ME questioned if a freeze on leadership pay should be in place due to the variation in scale across the trust. KC provided some suggestion on this that leaders should stay on their current point but receive the inflationary increase. ME noted the option for LGBs to make an exceptional case for their leadership team and questioned whether this should even be included. The Board approved the pay award for Teachers and holding leaders at point if they are outside of scale.

Decision – approval of Pay Award for Teachers and freeze for Leadership

8.4 Nursery at Dorchester

KC provided background information to this and explained why the school are looking to incorporate the nursery. KG questioned if the nursery provides holiday care. GB asked if there is a full asset register. This was confirmed by KC. The Board agreed to the incorporation of the nursery into the school.

Decision – approval of incorporation of the nursery

8.5 Risk Management Policy and Register

KC advised there will be some underpinning documentation to cover processes within schools. TS noted this is the best version of such a document he has seen. GB asked how often this will be brought to the Board, KC advised this will be reviewed termly. The Board approved the policy and register.

Decision – approval of the Risk policy and register

8.6 Freedom of Information Policy

The Board approved the policy.

Decision – approval of the FOI policy

9. Director of Education and Standards

9.1 Inspection Update

No questions.

9.2 Admissions Policy

KG noted this needs to be reviewed by the CES as part of the consultation. Approved for consultation.

Decision – Admissions Policy approved for consultation

9.3 Complaints Policy

MB advised of a few minor working changes which are related to wording not context of the policy.
Pg. 11 - add deadline for appealing. 10 working days
Panel Constitution – 3rd member of any panel will be independent of the management and governors
TS questioned the involvement of LGBs. Discussion of whether this is appropriate.
Agreed to approve this now and review the SoD next year to see if this needs to change.

Decision – approval of Complaints Policy

10. Safeguarding

10.1 MB provided some updated information regarding SG forms received since the report was distributed.
The Board discussed the much better return from schools and engagement with this process.

11. ESG Report

11.1 Revised Terms of Reference

AM advised why the ToR needed to be amended for the remaining time of this group and sought approval from the Board.
The new ToR were approved unanimously.
AM noted the 2 new directors now in place with educational backgrounds and advised that the RSC suggested they should be brought on to the ESG with 2 others rotated off
AH was happy to join this group.
JV will also be invited to join. RF to action.
Discussion on whether others should step down. FrM suggested discussing this off line. AM noted that he was happy to continue with a larger membership of the ESG if that was what the board wished.

Decision – approval of the ESG ToR

Action – RF to invite JV to join the ESG

12. Governance and Management

12.1 Lead and Link Directors

Appointments to Lead roles were confirmed:
Safeguarding – JV
SEND – AH
H&S - GB
RF advised of the remaining 2 vacancies for Lead Directors.
FrM agreed to take on the Lead role for RE and Catholic Life
The Board discussed the Statutory Funding position and agreed to ask DR if he would like to take it on. HL to email.
ME raised the issue of 4 schools who have not had a visit by their Link Director. Discussion regarding this.
FrR noted it would be useful to know news of link schools so that directors are kept in the loop.
JB added that he would like to be made aware of Ofsted outcomes for all schools. MB reminded there is a period of time this information cannot be shared until it is official.
Decision to stay with links as they are for the moment with a possible move linked to the hubs.
The Board discussed the schools covered by CC who has not made contact with his links and agreed to share these between a few other Directors.
ME will take St Joseph's, Newton Abbot and St Nicholas, Exeter.
GB will take St Joseph's, Exmouth.
HL to ask JV if she would be happy to link with Our Lady and St Patrick in Teignmouth.

Action – HL to email DR regarding SF Lead role

Decision – remain with link schools for the moment

Action – ask JV if she will link with OLSP

12.2 Board Management Plan

Presented to the board as a starting document.
TS asked if succession planning has been thought of.
It was noted that the Hubs proposal should be on every meeting for the time being.

13. Close

Meeting closed at 15.10

Future Board Meeting Dates

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

14th December 2018 – Focus on Budget and Accounts

25th January 2019

1st March 2019

29th March 2019

26th April 2019

14th June 2019

26th July 2019