

**Minutes of CAST Board meeting held on Friday 8th October 2021  
held at the Plymouth CAST Office and via Zoom from 10.45am**

Attendees:	Andy Nicholls (AN)	-	Foundation Director (Chair)
	Sandy Anderson (SA)	-	Foundation Director
	Deacon Richard Edwards (RE)	-	Foundation Director
	Ann Harris (AH)	-	Foundation Director
	Ruth O'Donovan (RO)	-	Foundation Director
	Dan Rogerson (DR)	-	Foundation Director
	Graham Briscoe (GB)	-	Co-opted Director
	Les Robins (LR)	-	Co-opted Director
	Zoe Batten (ZB)	-	CEO
In Attendance:	Kevin Butlin (KB)	-	Director of Education and Standards
	Laura Fox (LF)	-	CFO
	Rose Colpus-Fricker	-	COO
	Sarah Barreto (SB)	-	DSC
	Leah Paiano (LP)	-	Clerk

<b>1. Welcome and Opening Prayer</b>	<b>Decision/Action</b>
AN welcomed those to the meeting. SA, RO and LR were delayed due to road closures.	
Opening prayer by RE.	
<b>2. Apologies and Confirmation of Quorum</b>	
Apologies received from JV and PM.	
Quorum met.	
<b>3. Declaration of Interest</b>	
3.1 None were declared.	
<b>4. Election of Chair and Vice-Chair for 2021-22</b>	
AH proposed and DR seconded that AN be voted in as Chair.	AN approved as Chair.
AN proposed and AH seconded that RO be voted in as Vice-Chair	RO approved as Vice-Chair
<b>5.1 Minutes of previous meeting of 23rd July 2021</b>	
Minutes approved as an accurate record.	Minutes approved
<b>5.2 Action Summary July 2021</b>	
Status updated on Actions Summary.	
SA and RO arrived 11.10am	
<b>6. Chairs Business</b>	
<ul style="list-style-type: none"> <li>• Members Agreement</li> </ul> AN provided an update on the Members Agreement. A final draft should be available soon. AH and SA expressed thanks for this being carried out. AN and ZB felt it was positive.	
<ul style="list-style-type: none"> <li>• Articles of Association</li> </ul> Provided in the update on the Members Agreement.	

- Succession Planning

RO has been voted as Vice Chair. AN has a meeting with Academy Ambassadors regarding the vacancy and ZB and AN may have a potential candidate.

- Remuneration Committee Chair

SA put his name forward. AH proposed and RO seconded that SA be elected Chair.

- AGM Format

The Board discussed who should be attending. ZB explained traditionally Chair/VC attended but AN confirmed he was happy that all Directors were invited to attend on 17/12/2021.

AN reminded the Board that all Committees should have re-elected a Chair and any changes to the ToR need to be approved by the Board.

AN is to send out 360 review forms of the Chair. They are to be returned to LP and are anonymous. There will be a pro forma for one to one discussions with each Director.

## 7. Chief Executive Update

- The CEO report includes updates from CFO, COO and DoE. ZB responded to the questions raised by Directors in advance of the meeting.
- Alternative models of governance at local level such as cluster LGBs. ZB confirmed she and AH met with ESMs to discuss strategic roles and would like to continue to explore with STEP MAT as they have used this model. ZB doesn't want to lose the local representation and link with the community but Governance has a different level of focus and KB's report shows there are gaps in LGBs. The Board had concerns this was already in motion before having an opportunity to consider. ZB will continue to explore and provide the Board with a paper to discuss.

LR arrived at 11.20am.

- The Board discussed the changes to LGBs since CAST was formed. SA questioned how the local priest fits in, is keen to be part of LGB but how do remote bodies become familiar with local schools.
- Governance was raised as an issue during KB's meeting with the Diocesan Education Team. Finding Foundation Governors is difficult and geography must be considered. There needs to be a discussion between the Diocese and the Board, as well as SELT.
- AH asked about commonality between LGBs and the information held. LP to collate the information for the next Board meeting.
- Ways to improve finding Foundation Governors. This had already been covered in the discussion regarding LGBs.
- Marketing link in the CEO report failed to open. LP to circulate report.
- The security issues identified in three schools. RCF gave an update on the works required and the associated costs. The issues can't be mitigated by a risk assessment and KB asked what action was being taken to safeguard

SA approved as Chair of Remuneration Committee

ZB to write a paper on LGBs and alternatives for the Board to consider.

LP to collate LGB information for Board meeting 10th December 2021.

LP to share marketing report.

RCF to provide a report to the Board with an

children. AN asked RCF for a report out of committee with an update and asked these issues be flagged in reports to the Board in future.

- AN had not seen the school level condition survey before and asked for a key to be included for future use.
- The SoDA referenced the approval of Foundation Governors at St Mary's Buckfast which had already been discussed but stated Directors appoint Governors which is not the case. ZB to amend.
- Additional Lead Directors for Curriculum and Standards and Parents and Community but no Lead Director for Governance. These additional leads are at local level and not Directors. ZB to amend.
- Why is there no 360 review of the LGB Chairs. Pro forma to be included in Governors' Handbook. LP to circulate to Clerks.
- AH confirmed there are documents for an annual review for Governors but need tweaking.
- The Schedule of Accountability is being reviewed and Governors have checklists to follow. AH felt subjects in the SIP to be reviewed twice a year but others could be reviewed once. KB highlighted that SIP subjects should be challenged along with RE and Catholic Life, maths, English, reading and writing.
- The Board discussed how the Chairs of LGBs fit into the MAT structure. ZB introduced the idea of a Chairs Group which would be attended by Chair and VC of the Board, SELT and Chairs of the LGBs to have an open forum. The relationship between the Chairs and the Board was discussed and the role of the Link Director will triangulate local level, SELT and the Board, holding the the Chair to account. AH confirmed the Link Director is ask to visit three times (two can be via Zoom) and the spring/summer meeting would include the HT, ESM and Chair.
- Has the MAT survey of parents been sent out. ZB confirmed no, to be sent out via Clerks and results collated for December Board meeting along with the HT survey.

update on the security issues and solutions identified.

ZB to amend SoDA.

ZB to amend SoDA.

LP to circulate to Clerks.

ZB to provide survey and LP to share with Clerks.

SB joined meeting at 12.13pm.

- The Board discussed the time commitments and cost involved visiting schools. It was agreed that all ESM visit reports would be shared with the Link Directo. The workload on Directors has increased but can keep in touch via Zoom.
- Link Director schools have been adjusted. LP to be advised and list updated for the Board and ESMs.
- Education and Standards Committee are meeting next week to discuss the DoE report. The Board discussed the gap within schools and the gap nationally. KB and the ESM Team have a sharpened focus on PP strategy and plans, HTs have been challenged to do the same. LGBs should be asking HTs what is the impact of the spend and how it has made a difference to children. ZB would like to produce a Trust level SEF which all agreed would be beneficial. The Board discussed the challenges in

All ESM reports to be shared with Link Directors.

LP to record Link Director schools and share.

schools with staffing structures and the links to building conditions, pupil numbers and funding.

- The Executive Head scenario in Falmouth and Camborne is constantly being reviewed. The focus is to stabilise the two schools and then consider governance.
- KB updated the Board with the support in place for Keyham Barton and highlighted the fine balance between supportive and sensitive but not creating situations. The Diocese had been supportive in applying for funds for additional support.
- The Board discussed potential schools joining CAST and RE and Catholic life being a priority. ZB explained that they were in the early stages of discussions but the school was a wonderful place and Catholic life was clearly in evidence.
- The risk register refers to increasing the frequency of the SG reviews. What is the minimum. KB confirmed that every school has a formal review every three/four years. The DSL network has peer reviews each year.
- Should H&S be a Committee of the Board. 11 schools are red. GB confirmed it doesn't operate as a Board H&S Committee but as operations and management. GB is the link between H&S and the Board. RCF confirmed the areas that are red are marked against the CAST target score of 95% and those schools are subject to ongoing monitoring. All were happy with this.
- Any Aspiring Leaders Course progress. KB confirmed he had discussed with his Team and will share with SB. KB briefly outlined his thoughts for this course and the aims.

## **7.2 Heatmap Presentation and Update**

- RCF updated the Board following the SELT meeting. SELT discussed the tolerance ranges applied to the CAST standards be reconsidered: E&S, did not feel these could change as standards are absolute for all schools, Finance, could be reexamined, Premises and Estates, best to be observed.
- A Trust SEF would replace the TIP as the second Trust document for monitoring progress. Actions would be rated against milestones. Each section would be an action plan for three years but the milestones would cover a one year target. The TIP would become the overall strategic document for focus and development rather than monitoring.
- GB asked for one hour's CPD to be shown the heatmap and how the documents fit together.
- The Board discussed their focus was on Trust wide priorities and a document to monitor that (the heatmap). RCF and ZB understood the heatmap to be considered alongside the TIP. A column with ongoing narrative would lead in to executive reports and the Committee meetings.
- The different considerations of each Committee was discussed by the Board. The Board strategic five year goal is for all schools to be good, as this is an absolute measure the report would always show as red until this is achieved.

RE had to leave the meeting.

- AN felt that more needed to be done. RCF explained that heatmap is the data output report and is a tracking document. The TIP monitors progress over a period of time. Is the heatmap to be the definitive monitoring document? AN agreed. LR felt the TIP was too detailed for the Board. AH agreed the Trust needs a SEF. ZB asked the Board to decide. SA proposed the heatmap to be used for the Board. All agreed. The picture within the heatmap needs to be finalised.
- AN asked RCF to produce a flow diagram, revisit the E&S criteria, LF to amend the % for finance. RCF will update her paper and provide for the Board to look at outside of Committee. The feedback will be through Committees and can be polished for the December Board meeting.
- LR asked if HTs' appraisal documents link to the top level goals. KB confirmed it does. HTs need to understand their role in the bigger picture.

RCF to share updated paper before half term.

### 13.10 Board Skills Audit

- AH produced two papers. The skills audit was for the individual to develop their skills. The NGA skills dashboard is based on the gradings of the individual audits.
- Catholic Life of the Trust is an area of focus. The Board discussed how to support and report back. This is the role of the Foundation Governors at LGBs. AH confirmed there was a link for Formatio training in the papers.
- SA to share a copy of the course he attended. LP to share with all Directors.
- AH asked for comments on the Board competencies, the actions will feed into the TIP section on Governance. Comments to AH within two weeks.
- AN thanked AH for coordinating.

SA to send LP the course information.

LP to share with Directors.

Comments to AH on Board competencies.

### 13.1 Lead and Link Directors 2021-22

- SA and RO are going to share link schools and advise LP.
- AN to speak to PM regarding SEND.
- LP to share with KB and the ESM Team.
- KB to share the updated ESM list with LP.

Actions as per the minutes.

### 13.2 New Scheme of Delegation and Summary Paper

- New name of Scheme of Delegated Authority (SoDA) agreed by all.
- Schedule of Accountability to be shared and the SoDA referenced within it.

Name of Scheme of Delegated Authority approved.

### 13.3 Schedule of Accountability

- No further questions.

### 13.4 Annual Returns

- All paperwork returned by Directors.

### 13.5 Policy Review Cycle

- RCF confirmed there is further work to be done on this.

<ul style="list-style-type: none"> <li>• GB recommended that A&amp;R Committee monitor this. The Board approved.</li> </ul>	<p>A&amp;R to monitor the Policy Cycle Review.</p>
<p><b>13.6 Complaints Policy</b></p> <ul style="list-style-type: none"> <li>• Policy approved by the Board.</li> </ul>	<p>Complaints Policy approved.</p>
<p><b>13.7 Child Protection and Safeguarding Policy</b></p> <ul style="list-style-type: none"> <li>• Policy approved by the Board</li> </ul>	<p>CP and SG Policy approved.</p>
<p><b>13.8 Keeping Children Safe in Education 2021</b></p> <ul style="list-style-type: none"> <li>• All to read Part One, signed as part of the annual return paperwork.</li> </ul>	
<p><b>13.9 Board Development Program</b></p> <ul style="list-style-type: none"> <li>• External review every two/three years.</li> <li>• Include the skills audit information and a peer review as identified in the TIP.</li> <li>• ZB will link with Discovery MAT.</li> <li>• Forum strategy potential costs of £10k, not budgeted for.</li> <li>• The Board agreed with a peer review program, NGA Learning Link and to budget for a board development program for next year.</li> <li>• As Directors are appointed for their skills, is that money well spent?</li> <li>• ZB suggested the STEP MAT support package could look at Governance.</li> <li>• There are Link Director Protocols, subject to the changes discussed in link schools.</li> </ul>	<p>Development program to be planned for next year.</p>
<p><b>8. Education and Standards</b></p> <ul style="list-style-type: none"> <li>• AH provided an update from the last E&amp;S meeting held to discuss the heatmap and KPIs.</li> <li>• KB provided an update on the current Covid picture within the schools.</li> <li>• The Board were in favour of Priory and SMC in Torbay having one LGB.</li> <li>• The Board were in favour of St Joseph's and Cathedral having one LGB.</li> <li>• KB confirmed there was no other option and it was to be kept under review.</li> </ul>	<p>LGB amalgamation approved.</p>
<p><b>9. Finance and Resources</b></p> <ul style="list-style-type: none"> <li>• A positive swing since May Management Accounts.</li> <li>• LF to close the accounts and take the information to the F&amp;R Committee.</li> <li>• SA asked if year end was on time. LF confirmed a small delay due to SBM absence, but only one/two days' delay.</li> </ul>	
<p><b>10. Audit and Risk</b></p> <ul style="list-style-type: none"> <li>• DR confirmed he was happy to proceed with the recommendations regarding the external auditors. The Board agreed to request approval at the AGM.</li> <li>• DR and LF to discuss and have a discussion with current auditors.</li> <li>• Meeting schedule to be aligned with internal audit plans.</li> </ul>	<p>Meeting schedule to align with audits.</p>
<p><b>11. RE and Catholic Life</b></p> <ul style="list-style-type: none"> <li>• Paper provided by RE.</li> </ul>	

**12. Health and Safety**

- Agenda item to be deferred to December Board meeting.
- RCF provided an update to the Board regarding security issues at one school discussed under agenda item 7 following a site visit between PS and the DCC H&S Advisor.

**AN thanked all for attending. Meeting closed at 3pm.**