

THE BLESSED CHRISTOPHER WHARTON
CATHOLIC ACADEMY TRUST

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



Minutes of the Trust Board

Thursday 20 July 2017



MINUTES			
Title of meeting	Trust Board		
Date	Thursday 20 July 2017	Time	6.30pm
Chair	Cameron Robson	Location	St Joseph's, Keighley

MEMBERS			
Name	Present/ Apologies	Name	Present/ Apologies
Cameron Robson (CR) — Chair	Present	Paul Booth (PB)	Present
David Johnson (DJ) — Vice Chair	Apologies	John Devlin (JD) – HT OLV	Present
Neil Moules (NM)	Present	Bernadette Cawley (BC)	Present
Keith Moreton (KM)	Apologies	Deirdre Naylor (DN)	Present
Mgr Andrew Summersgill (AS)	Present	Margaret Stichbury (MS)	Present
Lynne Royle (LR)	Present		

IN ATTENDANCE			
Stephen Johnson (SJ) Financial Director of the Trust	Present	Simon Gallacher – (SG) CSPTSA Director	Present
Julie Ioanna – Clerk	Present	Angela Cox (ACox) - Director of Education, Diocese of Leeds	Present

The Meeting opened at 6.45pm.

NOTES	
Item No.	Agenda Item
1	Opening Prayer Led by AS.
2	Welcome and introductions The Chair welcomed everyone to the meeting, especially Angela Cox [ACox] from the Diocese, and thanked JD for hosting the meeting.
3	Apologies for absence and consideration of consent of absence Apologies were received from David Johnson and Keith Moreton – apologies accepted.
4	Any other Business and requests for Agenda order variation None notified.
5	Confidentiality and declarations of interest <ul style="list-style-type: none"> • DJ and SJ are brothers. • DJ and SJ have a niece who is a teacher at OLV. • AS is a Trustee of the Diocese. • NM is employed in a secondary school in the area. • MS is a governor at St Joseph's Bradford.
6	Minutes of Previous Meeting - 18 May 2017 <i>Paper: BCW Trust Board minutes 18 May 2017</i> Amendment: Declarations: NM works at a Secondary School in the area. The Minutes from the previous meeting 18 May 2017 were considered and approved as a true reflection of the meeting with the above amendment

7	Matters arising from Minutes and Action Log
	<p>Item 10: The Chair agreed that an acknowledgment of the applications to join the Trust will go from the TB to schools and SJ should begin work on due diligence. Letter had been sent by the Chair and SJ had undertaken due diligence.</p> <p>Item 11: SJ would amend the General Principles with the suggestions that had been put forward and circulate to directors for consideration. Amended General Principles had been agreed with DN and circulated.</p> <p>Item 12: A Meeting would be taking place with SJ and other FDs to take the Peer Review Process further and agree a Review date for BCW MAT. Meeting had taken place but Review had been arranged through an independent company. A follow up meeting will take place in the Autumn term.</p>
8	Chair's Correspondence and Actions
	<p>The Chair notified that he had received the resignation of SP as a Director of the Trust Board. It was acknowledged that having educational expertise from headteachers is very valuable and, as at the moment it is permitted to have employees serving on the Board, JD had asked the members of the HTR committee for a volunteer. MC had put herself forward for this role from September. SJ would make the necessary notifications.</p>
9	Update from Finance Director
<p><i>Papers:</i></p> <p><i>MAT expansion grant – activities and costings.</i></p>	<p>[taken after Item 10]</p> <p><i>Papers:</i></p> <ol style="list-style-type: none"> 1. <i>Financial Report to Trust Board 20 July 2017</i> 2. <i>Main Summary of all schools Financial information to date</i> 3. <i>Financial timetable 2016/17 and 2017/18</i> 4. <i>Summary of budget 2017/18 for 5 schools wishing to convert</i> 5. <i>BHP Clough Chartered Accountants BCW Internal Audit 22 June 2017</i> 6. <i>BCWCAT - Minutes of the Business Managers meeting 04th July 2017</i> <p>SJ directed the meeting to his financial report and highlighted a number of areas:</p> <ul style="list-style-type: none"> • Update on Financial timetable. An updated Finance table for 2016/17 and 2017/18 was circulated setting out all the key deadlines for financial reports and returns during the year. This updated report has been discussed and agreed with Business Managers and Head teachers. <ul style="list-style-type: none"> ➤ The official resignation of Sam Poulton from the Trust Board was registered at Companies House on 10th July 2017 ➤ The Teacher's pension scheme return due by 31st May 2017 was submitted on time. ➤ The National Statistic survey due by 26th May 2017 has been completed and returned. ➤ The Corporation Tax return for the Trust due by 31st May 2017 has been completed and submitted. ➤ The Confirmation Statement (known previously as the Annual Return) to Companies House was submitted by 16th June 2017. ➤ There is now a new requirement to provide a Land and buildings detailed return to the DFE by 31st October 2017 that was issued last week. The CES and Diocese have asked all Catholic Trusts not to complete this return until further information is received. • Management Accounts for the period ended 31st May 2017 SJ advised that the Management accounts until the end of May have been circulated, scrutinised by the Finance and Audit committees and discussed by the HTR committee.

- **Budgets 2017/18**

The draft budgets for 2017/2018 have been prepared and sent to the Trust Finance Committee and CR to review.

The summary shows that all the schools have anticipated in-year surpluses except St John the Evangelist which is predicting a £9K in year deficit. The School has submitted a letter and plan to be allowed a deficit of up to £17.5k in line with the Financial Principles and this has been accepted by the Trust Finance committee.

- **Conversion update**

SJ stated that he recently carried out due diligence on the following schools that have applied to the Diocese to join the BCWCAT:

St Clare's Fagley
St Peter & Mary's Bradford
St Joseph's Bingley
Our Lady & St Brendan's Bradford
St Anthony's Clayton

Directors were referred to the copy of the confidential three year budget summaries of these schools and informed that:

- Three schools have reasonably health budgets and three year forecasts.
- St Joseph's Bingley and Our Lady and St Brendan's Bradford have budget deficit problems and have been asked to provide a plan of action of how they intend to resolve their budget issues. St Joseph's have replied and OLSB are working on their response.
- Four out of five schools rely on the support of an external bursar to carry out reconciliations and various financial returns including budgeting. The level of experience of the business managers / administrators is therefore limited to mainly order and invoice processing and making payments as well as other duties of a main office. SJ advised that this is a factor that needs to be considered as schools will require quite a lot of financial support on conversion and going forward after conversion.

- **Joint Procurement**

Year-end audit 2017 - BHP Clough Chartered Accountants — SJ stated that he had been in discussion with the auditors for a fee quote for the audit of 6 schools at 31 August 2017. Last year the audit for 2 schools cost £7,750 but for the 6 schools a quote of £12,650 has been received which SJ believed was very reasonable.

Recommendation – SJ recommended to the Trust Board that the total quote at £12,650 for all six schools is accepted.

BC proposed that the quote is accepted. JD seconded this. This was agreed by a unanimous vote.

PS Financials for the 5 new converting schools – SJ advised that he had met with PS Financials to discuss the licencing costs and set up costs for the five schools wishing to convert to BCWCAT and was informed that there is a ten week lead time. A 15% discount has been negotiated and agreed. In addition PSF have agreed to drop the 5% + RPI increase each year to the on-going service contract charges and will increase only by the RPI element. The daily rate costs of implementation have been reduced from £975 to £875.

PSF LICENSES AND SERVICES TOTAL ONE-OFF COST **£ 23,200**
SOFTWARE MAINTENANCE AND SUPPORT PER ANNUM **£ 3,400**

The money will be paid out of the schools' conversion grants.

Recommendation –SJ recommended that the Trust Board accept the proposed set up

	<p>charges for the 5 new converting schools as detailed above providing that the 5 schools are allowed to convert by the Diocese.</p> <p><u>BC proposed that the quote is accepted. NM seconded this. This was agreed by a unanimous vote.</u></p> <p>Business Managers meeting SJ referred Directors to the report from the business managers meeting on 4 July 2017 – a meeting which takes place every quarter. In the minutes there is a request for safeguarding advice to be issued from a Trust Board level due to the various conflicting messages that the business managers receive about what should be kept and in what format. The Chair stated that very detailed advice will be issued.</p> <p>The Chair advised that with the number of schools growing an audit of administrative staff needs to be undertaken in order to become more efficient and increase the strength of a Central Support Team. SJ stated that this task is being undertaken in September by the new Operations manager at Bishop wheeler. ACox suggested that a conversation with Bishop Konstant would be useful as they are currently centralising their support teams. The Chair agreed that the Trust has reached a critical mass and now needs to strengthen central capacity. AS stated that this needs to take place quickly in order to become more strategic. The Chair agreed that at the moment the work is being done by Directors which is not appropriate.</p> <p>Directors discussed this issue and agreed that the recruitment process needs to be started and at the same time ask someone to conduct an audit of provision in order to understand where efficiencies could be made whilst maximising capacity. This person would need a knowledge of the education system and the ability to advise on the design of an efficient administrative structure across the Trust. <u>Action: SJ would speak with ACox regarding the person that may be approached to undertake this work.</u></p> <p>The Chair thanked SJ for his report.</p>
<p>10</p>	<p>Update from Committee Chairs</p>
<p><i>Papers: CSPTSA Summary data Academies 2017</i></p> <p><i>Finance Committee minutes 30 June 2017;</i></p> <p><i>HR/PAY committee minutes 29 June 2017;</i></p> <p><i>Audit Committee minutes 14 July 2017;</i></p>	<ul style="list-style-type: none"> • Standards & Mission Committee 18 July 2017 <p>MS gave a verbal report as the committee had only just taken place. MS stated that she was now chair of the committee and they had been working on completing their terms of reference which would be reviewed in September. Membership consists of MS, PB, NM, KM - and SG in attendance. The committee was recommending that there was a minimum of 3 people [2 non-employed members] for quorum. This was agreed.</p> <p>The Committee had discussed the identification of educational risk and wanted to establish who / which forum is responsible for monitoring standards. It was acknowledged that communication with the Academy Councils [ACs] needs to be formalised and the role and responsibilities of the ACs needs to be made explicit.</p> <p>It was agreed that the committee had the responsibility of monitoring and reviewing end of year data. SG had provided the data to the committee and they had identified 3 main issues that were evident across the Trust schools:</p> <ul style="list-style-type: none"> ➤ GLD at Early Years ➤ Greater depth at both KS1 and KS2 ➤ The performance of boys

A schedule of monitoring was agreed by the Standards Committee – the data collection points from schools were provided by SG.

The Chair asked how the committee would hold individual schools to account.

MS stated that would be finalised in the terms of reference because the role and effectiveness of ACs needs to be formalised. In addition a clear Trust Board action plan needs to be agreed in which the monitoring of educational standards will be detailed.

SG stated that ultimately when there are 18 Primaries in the Trust close monitoring of standards of all schools will not be able to take place in one committee meeting and the role of ACs will need

The Chair agreed that there needs to be a plan in place showing the start of the journey and the stages which need to be gone through.

AS asked whether there would be a role for the HTR committee in the monitoring of standards – MS stated that this is the level of detail that will need to be considered and articulated. ACox added that the challenge should be taking place at various levels from the ACs, to fulfil their responsibility, up to the level of the Trust Board.

- **Audit Committee 14 July 2017**

BC gave a verbal report and highlighted the areas that are of a high priority for the committee:

- The need to have sight of the staffing structures of all schools to reduce risk going forward and to allow benchmarking to take place. The Heads have been asked to produce these before the end of term. A flow chart of delegated financial responsibilities will be requested from the Finance committee.
- The need to have additional Directors appointed to the Board to ensure that committees can function robustly. **The Chair agreed that as more schools have joined and with the recent additional work at St Anne's there needs to be increased capacity of 2 or 3 more Directors. In addition, the reappointment of directors who are not adding to capacity will need to be considered. ACox will take this back to the Diocese.**
- The need for an IT strategy was raised – this is an agenda item at the meeting.
- The need for a face to face meeting with AC chairs early in the Autumn term to ensure that processes and delegated responsibilities are fully understood. A working party could then be formed to propose a model of good AC practice which would include an optimal structure. The Chair added that NM is working on the Handbook and when this is finalised a meeting will be arranged with AC chairs to ensure this is communicated to all.
- The need for a working party to finalise the key documents. ACox informed the meeting that over the summer she and Caroline Hyde will be working on key documentation to be used across all Trusts. Documents including policies will be available for the Autumn term.
- BC advised that an external audit was undertaken by BHP Clough – it is a very positive report, no red lights just a small number of a recommendations. One recommendation concerns the need for a second signatory - DN will liaise with SJ to undertake this role. **BC and the Chair congratulated SJ on the robust processes that he had established that had resulted in the positive report.**

- **HR / PAY Committee – 29 June 2017**

MS highlighted the key areas of work:

- The Pay Policy is now completed and agreed – thanks to DN for her great work in this area.
- The Managing Workforce Change Policy is now agreed after no further changes were received.
- The Appraisal, Capability, Sickness, Grievance and Disciplinary CES policies are in place in schools but PactHR has been asked to check the terminology and include

the branding on the documents. The Chair added that the Appraisal Policy is difficult to use – ACox asked for feedback on this that she could take to the solicitors.

- The need for Headteacher Performance Management training was highlighted for Directors that will be involved [CR, DJ, DN, LR, MS]. ACox stated that this will be arranged by the Diocese locally – MS added that this needs to be arranged as quickly as possible. JD would ask the HTRC for information on arrangements.
- The changes to the HR section of the Matrix of Responsibilities were proposed:
 - Item 6 - appointment of Deputy Heads is a Trust responsibility
 - Item 7 - appointment of Central Staff is a Trust responsibility
 - Item 12 - an additional line is needed for the setting of salary scales for Senior Leadership which should be a Trust Board responsibility - the setting of salary scales for staff should be the responsibility of ACs **having taken advice from Trust Central Team [added after advice from ACox]. MS stated that if the changes are agreed the Master document will need to be updated.** The Chair agreed that the updating of documents has been raised by a number of committees and needs to be addressed and for this reason the proposal to increase central capacity will be made later in the meeting. JD advised that the new IT provision and Google.docs will give the Board the capability of working online on the Master document and will simplify this process.

Risk Register: MS advised that:

- The register should include the identification of Catholic leaders going forward. The development of leadership will be a standing item on committee agendas.
- Communication with ACs was identified as a risk including their reporting to the Trust Board regarding staffing.
- Outstanding contracts for key personnel is still identified as a risk – **the Chair advised that the contract for SJ is being finalised and a meeting with SG will be arranged.**

SG stated that he would be happy to be tasked with compiling the information relating to Leadership Development. MS thanked SG for his support with this. **The Chair agreed that this information is needed in order for effective succession planning and career pathways to be identified.**

• **Finance committee 30 June 2017**

DN advised that SJ had already presented the financial detail but wanted to add that the scrutiny of the budgets indicates that there is a disparity between schools on how they are managing their budgets and what they are predicting. A comparative analysis of how schools spend their funding needs to be done and the conversation regarding an audit of administrative provision is a good example of the action that the committee believes is needed.

SJ added that in the schools there are various leadership structures but St Anthony's clayton, the school with the best management of budgets, has the simplest leadership structure. An investigation looking at the efficiency of structures may need to take place to see if schools are running 'top heavy'.

ACox advised that the School Performance Tables allows the user to compare financial spend across schools and similar schools – she would send this to SJ to access. SJ agreed that spend needs to be looked at in the context of the school.

Directors discussed the 3 year budget and that most schools are predicting a large deficit budget which needs to be offset by action now. ACox advised that 3 year budgets always look negative at this point as the income going forward cannot be estimated appropriately.

Finance Policy – DN asked about this policy which had been discussed at the business managers' meeting. SJ stated that a new Finance Policy incorporating the new financial

	principles and levels of delegation will need to be agreed.
11	Update on SATs
<p><i>Paper circulated: 2017 Data CSPTSA Academies</i></p>	<p>SG referred directors to the circulated Data document and highlighted key areas:</p> <ul style="list-style-type: none"> • the left column indicates GLD [Good Level of Development] which is the Expected Standard for Reception children 4 and 5year olds. • Trust schools averaged 68% of children achieving GLD – national average is 71%, Bradford Average 68%. • Phonics -Year 1 85% passing which is above national – this is a strong performance. • % hitting the expected Reading standard was in line with National at 76%. • Writing % was slightly above National. • Maths is in line with National. • Combined figure of reading, writing and maths [main headline figure] is 60% average across the Trust schools, National is 64%. <p>The Chair asked whether there was a large difference in achievement across the schools? SG confirmed this. The Chair asked that in future could SG report on the range of results so that the Trust can see the schools that will be in need of support across certain areas.</p> <p>MS stated that the standards committee does consider the results from each individual school to consider the actions that will need to be taken.</p> <p>SG reminded directors that more information relating to progress will become available in the Autumn term which will be much more meaningful. SG reported the headline data:</p> <ul style="list-style-type: none"> • Greater Depth – 6/7 years exceeding expectation. This is an area that will need looking at as all areas are below National: [some pupils will have made very good progress to get to these levels] Achieving Reading greater depth 20%, National Reading+ 25% Achieving Writing greater depth 10%, National Writing+ 16% Achieving Maths greater depth 16%, National Maths+ 21% • Year 6 – 10/11 year olds. All 4 measures are above National: Achieving Reading standard 76% National 71% Achieving Writing standard 79% National 76% Achieving Maths standard 84% National 75% Achieving R/W/M standard 68% National 61% • Greater Depth – 10/11 years exceeding expectation. Achieving Reading greater depth 23%, National Reading+ 25% Achieving Writing greater depth 13%, National Writing+ 18% Achieving Maths greater depth 23%, National Maths+ 23% Achieving R/W/M Greater Depth 6% National 9% <p>SG stated that in addition to GLD in Early Years and Greater Depth, the performance of boys throughout the Trust schools is an issue [and all CSP schools]. Directors discussed the strategies that may need to be put in place and the levels of monitoring needed to have a positive impact on these three areas.</p> <p>BC asked why the good schools are also having difficulty with Greater Depth. ACox stated that all areas of the curriculum are now tested which means there can be no gaps in areas taught - tests across the schools will now be the same to ensure that teaching and assessment will be more consistent across the schools.</p> <p>The Chair added that the Trust has an expectation that the standards committee in conjunction with the HTRC will bring clear strategies to address these issues.</p>

	<p>Directors were informed that all schools would be working on their School Improvement Plans in September which would detail the activities that will be taking place to address their individual school issues.</p> <p>The Chair stated that he believed the Trust should be outlining the expectations of improvement that should be taking place not the detail of the work.</p> <p>On this topic MS advised that the standards committee will be:</p> <ul style="list-style-type: none"> • Identifying the vulnerable schools, identifying the levels of support needed, the CPD activity and the capacity to improve. • Expecting the school Improvement Plans from all schools to include an ambitious but realistic approach to improvement. • Expecting the ACs to take responsibility for monitoring of School Improvement. Directors discussed the need to ensure that the ACs are able to scrutinise data and ask effective questions of leadership. <p>The Chair summarised by stating that the Trust may agree a set of expectations relating to the need for GLD, the r/w/m at KS1, the performance of boys and Greater Depth scores to be at National levels.</p> <p>Directors discussed the setting of accurate expectations and it was agreed that the professional input from Headteachers is needed and Heads, in conjunction with the Standards Committee, would propose a set of expectations that can be agreed for September and circulated to all ACs early in the Autumn term.</p> <p>8.20pm a 10 minute recess was called by the Chair.</p> <p>8.30pm meeting re-opened.</p> <p>MS advised that during the recess they [MS, NM, SG, ACox] had discussed the need to have each schools set their targets which will then be pulled together to agree the aim of the Trust. The three areas of focus will be outlined to schools. If the targets are not ambitious enough the ACs could be asked to re-assess their data but there is also the need to ensure that targets remain realistic.</p> <p><u>Action: JD would communicate with the Headteachers to ask for targets to be set as early as possible and that information to be fed back to the Standards Committee for scrutiny.</u></p>
12	<p>St Anne's Ofsted Result</p>
	<p>A Confidential discussion took place regarding the Ofsted result at St Anne's – the report is still in Draft from therefore the information is not yet able to be in the public domain.</p> <p>The Trust response will be detailed at the meeting of 28 September when the Ofsted report will be public.</p> <p>The Chair invited NM to speak of the work that is taking place on the Trust Handbook the completion of which has now become more urgent.</p> <ul style="list-style-type: none"> • Trust Handbook <p>NM advised that he had been looking at the key documentation of other Academy Trusts and identifying the location of key documents at BCW. NM stated that he is now working with a working draft file – which included the control documents that have been agreed by the Trust, including:</p> <ul style="list-style-type: none"> • Mission statement • Trust prayer • Articles of Association • Governance structure • Committee membership and terms of reference • Detail of members schools and the wider CSP schools

	<ul style="list-style-type: none"> • Rest of the Diocese • Importance of robust governance • Individual policy documents and policy schedule including statutory and non-statutory [but still essential according to Trust policy] policies • Meeting Schedule • Data and progress overview • Schemes of Delegation including jobs descriptions of key roles • FAQ including information relating to the role of Ofsted • Role and responsibilities of Academy councils [AC] • Key roles on ACs • Diary of termly AC agenda items • KPIs • Annual Reports • Risk Register • Checklist for due diligence and Document Control • Glossary of Acronyms. <p>NM stated that one of the most important activities will be to ensure that the Scheme of Delegation is correct, appropriate, cross referenced against other documents and then not only communicated to all but understood by all.</p> <p>BC asked if the policies are mainly from the CES.</p> <p>ACox stated that the CES policies are mainly Staff policies but schools should not be altering policies – changes that will be needed related mainly to changing the responsibility of the LA to the responsibility of the Trust.</p> <p>JD added that he had rebranded and changed terminology of the majority of the staffing policies. These will be made available to the HR Committee. MS thanked JD for his work.</p> <p>Directors discussed the need to ensure that all policies relating to Safeguarding are not only in place in every school but are followed in every school by all staff. The Chair stated that this needed to be a priority piece of work -</p> <p><u>Action: A Working party consisting of LR, DN, PB and NM agreed to meet in August to identify the main Safeguarding policies and statutory policies that will be expected to be used in Trust schools from September 2017.</u></p> <p>It was proposed that the policies and list will be agreed via email correspondence at the end of August.</p>
<p>13</p>	<p>Proposal for appointing a Business Support Officer in the Trust centre</p>
<p><i>Paper:</i></p> <p><i>Draft Business Case for Accounts Assistant to support the Director of Finance - 18 July 2017</i></p>	<p>SJ referred directors to the circulated document and advised that The Trust is growing at pace and it is essential that an increasing level of corporate support is in place in order to support the expansion of the Trust.</p> <p>SJ stated that there is an increasing demand from the DFE for timely financial and statistical information to be submitted at various times during the year relating to budgets, actual results to date and budget forecasting. The increasing demands highlight the importance of producing full management accounts on an accruals and prepayments basis for each school on a monthly basis. SJ added that this is good practice for keeping control on income and expenditure and measuring against budget so that timely action can be taken when required.</p> <p>The process of producing monthly accounts also enables the Trust Board, Academy Councils, head teachers and business managers to keep up to date with financial matters and enables the year-end procedures to run more smoothly.</p>

Currently SJ advised that he spends on average 1.5 days per month per school producing monthly accounts and visiting the schools to go through the accounts. Depending on the number of issues that needs to be resolved this can sometimes take longer. This results in two weeks per month spent on this task alone for 6 schools.

The 6 schools in the Trust all have business managers but none have the experience of producing month end accounts and therefore this task requires someone of the appropriate experience and qualifications.

SJ stated that the due diligence on the five schools wishing to convert provided the opportunity to carry out an initial assessment on the quality of business managers in each school. In four of the schools, the business managers have a wide range of duties to perform but the main task of financial matters is limited to order processing, invoice processing and making payments with a few ad hoc reconciliations. These four schools rely on an external bursar to come in and carry out bank reconciliations, monthly returns to Bradford Council and set yearly budgets.

One school in Bradford does have a business manager who used to work in a bank and has some experience of month end accounting and has expressed an interest in being trained to produce her own month end accounts for her own school.

The new schools wishing to convert are going to need a lot of training and time input just to be able to process transactions in PS Financials to an acceptable standard. Each school will also need an additional time input of at least 1.5 days a month to produce the management accounts. One school may need less time once the business manager is trained to produce her own monthly accounts. The current external bursars will also be needed to support the financial processes (as is the case currently at St John the Evangelist in Bradford) due to the limited experience of the business managers.

Converting schools provided the costs of employing bursars and additional bursar costs that have been experienced at St John the Evangelist and St Winefride's. The amounts spent total over £25K.

SJ proposed that the Trust needs to employ another suitable experienced and qualified financial accountant to support the central office function. This would enable two people to work interchangeably on a wide range of responsibilities coming under the category of finance and general business administration.

SJ advised that the Trust would need to consider paying a salary up to the scale set out in the proposal document, 'business case for an account assistant'. SJ added however that the saving in Bursar costs could amount to £25k pa minimum.

SJ asked directors to bear in mind the range for most business managers is circa £26k - £36k plus add on costs. The level of expertise of the average business manager however would not be sufficient to meet the requirement to take the Trust forward.

Directors discussed the issues arising out of the proposal:

- Whether a second accountant is the role that the Trust needs or whether a higher Executive is required.
- The immediacy of the need in order to support SJ with the 5 converting schools.
- The need to set up a structure that will be ready to support 11 schools the following year and 18 primaries in total going forward.
- The level of central costs going forward that will need to be charged as a % of Income.
- The need to have a suitable job title to attract the calibre of person required – Assistant Director of Finance was proposed.
- The need to convert all 5 schools quickly if a person is appointed.

The Chair proposed that the recommendation from SJ for the employment of a

	<p>Business Support Officer role similar to an ‘Assistant Director of Finance’ is agreed. LR seconded. Directors unanimously agreed the proposal.</p> <p>The Chair advised that the job description will need to be very carefully put together. MS agreed and added that from the HR point of view it will be essential to ensure that the job specification and contract of employment are finalised before appointment is made. Directors agreed.</p> <p>It was proposed that the advertising of the role is published as widely as possible: papers, professional magazines, universities, parishes.</p> <p>ACox would contact Bishop Wheeler re recent roles that have been advertised.</p>
14	<p>Safeguarding</p>
	<p>It was agreed that all Directors and Academy Councillors will be required to attend Safeguarding Training before the end of September 2017.</p> <p>The first date on offer is 4 September from 5pm – 7pm at St Anne’s, Keighley.</p> <p>Other dates will be arranged and circulated in order that all can attend one of the dates. <u>Action: Clerk to circulate information and table responses.</u></p>
15	<p>Proposal for IT pilot in Keighley</p>
<p><i>Papers: G suite for Education</i></p> <p><i>MAT expansion grant – activities and costings.</i></p>	<p>JD referred directors to the document titled G suite for Education which advises that Datacable recommends the G Suite for Education solution. The G Suite solution offers unlimited storage, a full set of apps Gmail, Docs, Drive, Calendar, Hangouts, and more.</p> <p>JD advised that conversations had taken place with an individual who is an expert in this field who works part time for Datacable. He recommends that Google.docs is used. Datacable were informed that the Trust needs a very slick system of communication and data storage. JD was advised that the system is very affordable – there are no on-going costs - it would just be the set up that would have a charge. John Martins, the Managing Director, Datacable Limited, provided the information and quote. The document details how the computer industry has been working towards cloud systems designed for storage which is secure, bomb-proof, and ransomware proof and they are substantially free to schools.</p> <p>JD outlined the advantages that would be gained by using Google:</p> <ul style="list-style-type: none"> ➤ email address that will be available to staff, schools, directors and pupils - JD suggested that this would be name.name@BCWCAT.co.uk or name.name@OLV.BCWCAT.co.uk ➤ Google would be used which is free and schools will no longer need to pay for a DropBox. ➤ Datacable will be bought in for IT support and, although servers will still be needed at the moment there will be no need for servers when all systems e.g. SIMS, are cloud based - but fast Broadband will be essential and this will be a cost going forward. ➤ Unlimited Online cloud based storage will be available with folders for each school. ➤ Online meetings and discussions could take place rather than always face to face. ➤ Academy Councils will be able to access and view all documents as will the Trust. <p>JD advised that Communications will improve and slick paperless systems could be in operation which will give the Trust the opportunity to be very innovative. The Chair asked if this would replace all existing systems. JD confirmed this.</p> <p>Directors discussed the loss of copyright once documents at uploaded – JD would investigate the copyright associated with Googledocs. <i>[BC investigated this during the meeting and stated that Google do not assume ownership of any documents uploaded]</i></p> <p>SJ advised that a very fast Broadband will need to be used as the system will also need to</p>

	<p>cope with the Sims package. JD stated that Datacable will advise on the Broadband needs as they will already be working with the school. The Broadband needs will be different in each school as schools have differing levels of IT use at the moment.</p> <p>Directors questioned the Broadband access for some schools and asked that the pilot is agreed using one of the Keighley schools and a Bradford School, preferably with potentially a poor connection to test this.</p> <p>JD will investigate the best [worst in terms of IT] Bradford school to include in the pilot along with OLV or St Joseph's, Keighley.</p> <p>JD advised that the price includes the set up for 2 schools and the Trust would be £5,000.</p> <p>The Chair proposed that the recommendation as put forward by JD be agreed with the pilot as above. NM seconded. The proposal was unanimously agreed.</p> <p><u>MAT expansion grant – Activities and Costings:</u></p> <p>JD explained the Grant spend that had been agreed at the HTRC meeting and would be forwarded to the RSC of proof of the spending plan. The spend covered 2 main areas:</p> <p><u>Area 1 – School Improvement</u></p> <p>Appointment and set up lead practitioner consultants to provide identified support for each school to provide direct input for each school and enabling the Trust to aid effective school improvement at leadership and classroom level for schools identified high risk, as well as building capacity within each school across the Trust. Amount approved - <u>£30,000</u></p> <p>JD advised that the lead consultants this included:</p> <ul style="list-style-type: none"> ➤ 6 days of Yvonne Sinclair (Safeguarding Officer who sits on the Safeguarding Board) to carry out an audit of safeguarding in Trust schools. [£1,800] ➤ 6 individual External SIP Reports to be written for use by the TB. [£2,000] [a report from One Education on each individual school with recommendations addressed to the Trust Board] <p>Total cost and agreed spend £30,065</p> <p><u>Area 2 - Data sharing Cloud based systems</u></p> <p>Will provide live group data dashboard, a consistent assessment approach and the ability to quickly intervene when needed. Training for key staff to be lead practitioners to facilitate effective working practices. Amount approved in the grant - <u>£24,000</u></p> <p>Agreed spend to date:</p> <ul style="list-style-type: none"> ➤ Rising Stars tests - Purchase of assessment tasks for pupils in all year groups to provide consistent assessment approach 3 times in the year. Meeting on 28 September is use to take place to agree a common language. Reports from Headteachers on this assessment will then go to the Standards Committee [£13,000] ➤ Purchase of SIMS School view to harvest data to provide instant access to Trust wide data. [£750] <p>Total Spend to date £13,750</p>
17	Any Other Business
	<ul style="list-style-type: none"> • JD informed directors that a parishioner from OLV/St Anne's had approached OLV regarding possible charitable support for Nepal. The area was devastated by an earthquake in 2015 – only 1 out of 1200 buildings survived and the school was destroyed - they need help rebuilding their school and their amenities. JD stated that he and PB have been asked to teach for a short period and will be visiting the country in October at their own cost. They will hopefully be able to take money and some unused resources and books to support the education of the pupils. JD

	<p>hopes that this will become a long term friendship and that pen- pals and blogging can be established - potentially the Trust could adopt this as their charity. PB added that the parish and the catholic centre are becoming involved with fundraising.</p> <p>Directors agreed that this would be a good opportunity to:</p> <ul style="list-style-type: none"> ➤ do good in a real area of need ➤ to have a focus for all outside of the immediate needs of the Trust community ➤ to link up Trust pupils with pupils whose experience of education is completely different ➤ to link up with Catholic church in Nepal ➤ to give Trust pupils an insight into the lives of other children ➤ to give CPD opportunities and life experiences to developing teachers. <p>JD informed directors that all risk assessments will be in place for the trip.</p>
<p>18</p> <p><i>Paper: Proposed schedule of meetings 2017/18</i></p>	<p>Dates of Next Meetings:</p> <p><u>Trust Board - Thursday 28 September 2017 6.30pm</u></p> <p><u>Committees:</u></p> <p>Standards Committee – Tuesday 26 September 3pm OLV, Keighley</p> <p>HTR Committee – Friday 6 October 12.30pm venue: tbc</p> <p>HR / Pay Committee – Thursday 19 October 2pm venue: tbc</p> <p>Finance Committee – Friday 20 October 10a.m St Joseph’s, Keighley</p> <p>Audit Committee – Thursday 16 November 6.30pm venue: tbc</p> <p>The Schedule of meetings for the year was agreed with some amendments – see attached document.</p>
	<p>The Chair thanked JD for his hospitality and closed the meeting at 10.35pm.</p>

FUTURE MEETINGS				
Date	Title	Location and time		
Thursday 28 September 2017	Trust Board	6.30pm		

OPEN ACTIONS				
Item	Action	Owner	Due	Update
9	Action: SJ would speak with ACox regarding the person that may be approached to undertaken audit of administrative capacity across the Trust..	SJ / ACox		Complete
11	Action: JD would communicate with the Headteachers to ask for targets to be set as early as possible and that information to be fed back to the Standards Committee for scrutiny.	JD		Complete
14	Action: Clerk to circulate information regarding Safeguarding training and table responses.	Clerk		Complete
17	Action: A Working party consisting of LR, DN, PB and NM agreed to meet in August to identify the main Safeguarding policies and statutory policies that will be expected to be used in Trust schools from September 2017.	LR, DN, PB, NM		Complete

MINUTES AGREED AND SIGNED			
Chair	Cameron Robson	Date	28 September 2017