

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 8 February 2018



Title of meeting	Trust Board		
Date	Thursday 8 February 2018	Time	6.30pm
Chair	Cameron Robson	Location	St Winefride's, Bradford

### MEMBERS

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

### IN ATTENDANCE

Stephen Johnson (SJ) Financial Director of the Trust	Present	Simon Gallacher – (SG) CSPTSA Director	Apologies
Julie Ioanna – Clerk	Present	Anna Walker - Clerk	Observer
Caroline Hyde – Diocese of Leeds	Present		

**The Meeting opened at 6.50pm.**

### NOTES

Item No.	Agenda Item
<b>1</b>	<b>Welcome and Opening Prayer</b>
	AS led the opening Prayer. The chair welcomed all to the meeting
<b>2</b>	<b>Apologies for absence and consideration of consent of absence</b>
	Apologies were received and accepted from Paul Booth and Simon Gallagher
<b>3</b>	<b>Any other Business and requests for Agenda order variation</b>
	A confidential item was raised.
<b>4</b>	<b>Confidentiality and declarations of interest</b>
	<ul style="list-style-type: none"> <li>• DJ and SJ are brothers.</li> <li>• DJ and SJ have a niece who is a teacher at OLV.</li> <li>• AS is a Trustee of the Diocese.</li> <li>• NM is employed in a secondary school in the area.</li> <li>• MS is a governor at St Joseph's Catholic Primary, Bradford.</li> <li>• CR, MS, AS, CH and SJ are members of the ST Anne's TIB.</li> </ul> <p>Any confidential discussions that arise during the course of the meeting will be minuted in a separate document.</p>
<b>5</b>	<b>Minutes of Previous Meeting</b>
<i>Paper: BCW TB minutes 7 December 2017</i>	<b>The Minutes from the previous meeting 7 December 2017 were considered and approved as a true reflection of the meeting with the exception of an amendment to item 11 Update From Committee Chairs – HR/Pay. The reference to Section 28 checks is to be amended to Section 128 checks.</b>

6	<p><b>Matters arising from Minutes and Action Log</b></p>
	<p>Item 6 Trust Administrator - <b><u>there was unanimous agreement to proceed the vacancy to advert.</u></b></p> <p>Item 10 Safeguarding update – there was an action from the December Board for the safeguarding staff lead and governor lead at each school to be asked to submit a joint report to the Trust Board each meeting to confirm that websites match the current update and it was noted that this request had not been passed onto academy councils [this was then revisited under safeguarding and actions agreed].</p> <p>Item 11 Update from HR/Committee – JD confirmed the skills audit was almost complete. There was agreement this would fall under the remit of Audit Committee to review. <b><u>Audit Committee to review Academy Council skills audits.</u></b></p> <p>Item 11 Update from Audit Committee – Chair noted recruitment of additional trustees had been discussed with Angela Cox and CH and that the Diocese would help recruit new trustees.</p> <p>Chair advised that DJ’s term on the Trust Board would not be considered for renewed due to the potential conflict of interest. Trustees were encouraged to put forward suggestions of anyone they knew who would fit the skills required and be willing to sit on the TB. Up to five additional trustees would be required. Chair noted the links with Leeds Trinity University and the potential to recruit trustees from there. AS confirmed he had not received a response to the letter he sent to the Bradford Deanery about appointment of trustees.</p> <p>Item 14 AOB - Catholic Schools Partnership Teaching School Alliance Responsibilities – Chair noted Dan Copley, CSPTSA Strategic Board Chair, had been invited to the Trust Board but due to an Ofsted inspection at St Francis, he had been unable to attend. Chair confirmed he had spoken with Dan Copley at the BCW conference and there was mutual understanding and commitment to working together.</p> <p>St William’s - JD noted that he and MC visited St William’s in January and spent a morning with the interim head. St William’s is a large school set within large grounds and some parts of the school are not used. The empty parts of the building have potential to be utilised for specific purposes. The interim head will be leaving the school in July 2018. Chair noted the TB had been asked by the interim head to support the appointment of a new head. Chair stressed the need for St William’s to join the Trust as soon as possible. JD highlighted the school had received three consecutive RIs at Ofsted. CH noted there were some challenging pupils at the school but that good results were expected this summer, but next year’s cohort were not expected to achieve the same results.</p> <p>CH commented that the governing body at St William’s required support. The school is not using PACT HR and the headteacher vacancy has not received sufficient interest. Chair suggested the governing body would not achieve the best outcome if they recruited without HR support. AS queried if the parish priest was involved with the school and it was confirmed the priest was not on the governing body. <b><u>Chair asked what could be done to support the governing body at St Williams and CH suggested she write to the governing body with an offer of support to identify additional governors. LR indicated she would be happy to consider the role of governor at St William’s and would confirm her decision to Chair.</u></b></p>
7	<p><b>Chair’s Correspondence and Actions</b></p>
<p>Papers:22 January 2018 letter from RSC to BCW; and BCW draft response dated 6</p>	<ul style="list-style-type: none"> <li>• Chair informed Trustees, with regret, that he had received two letters of intent to retire from MAT headteachers. Kath Spillane (St John the Evangelist) would retire at the end of the summer term 2018 and Maureen Cairns (St Winefride’s) would retire in December 2018. Chair expressed best wishes to both colleagues and noted their considerable contribution to the Trust and their respective schools. Chair noted the next step would be recruitment of headteachers in partnership with TB and that both academy councils wanted to progress quickly.</li> </ul>

<p>February 2018</p>	<ul style="list-style-type: none"> <li>Chair had received correspondence from HTRC recommending the establishment of a <b>Standards Director</b> within the accountability framework, and suggesting a working group to consider the Trust's approach.</li> </ul> <p><b>AS commented that he thought the Trust had always envisaged Simon Gallagher's role to provide this function and that this would be carried out through an SLA.</b></p> <p>MC noted this would be difficult to set in place as SG's role is part funded through the DfE.</p> <p>CH noted this was an issue being explored by other trusts and was linked to the RSC discussion meeting of 18 December 2017. JD noted RSC had asked who headteachers were accountable to. A number of Trustees suggested the Trust should assess what it needed to achieve from the introduction of the standards director role before agreeing a solution.</p> <p><b>Chair proposed, and it was agreed, there would be a working group established to look at this further and this would include Chairs of all committees to develop a recommendation for Trust Board. CH suggested the group links in with the other trusts to understand how they have approached this.</b></p> <p>MS queried if HTRC was clerked, noting the minutes were not received by TB. <b>There was agreement HTRC would be added as a standing item to Trust Board agendas under Updates from Committee Chairs.</b> It was suggested that JD would update previous minutes on the Google drive but the clerk has advised that these minutes were agreed previously by all Headteachers to remain confidential.</p> <ul style="list-style-type: none"> <li>Chair noted the RSC letter regarding the trust review meeting of 18 December 2017, and asked Trustees to consider the BCW draft response. Chair commented that the RSC letter was very balanced. Chair highlighted there had been rumours that RSC had prohibited the Trust from taking on any new schools. CH noted that she had observed all trusts' RSC meetings and that there had been some robust questions designed to ascertain at what stage trusts were in developing but <b>there had been no restrictions placed on the Trust.</b> MS noted the extensive challenge at the RSC meeting and that the experience had been thought provoking.</li> </ul> <p><b>Chair proposed that Trustees accept the draft response to RSC. This was seconded by DJ and there was unanimous agreement to issue the letter.</b></p> <p><b><u>ACTION: JD to email the RSC letter the following day, copying this to Angela Cox, Director of Educations, Leeds Diocese, CH and TB Chair.</u></b></p> <ul style="list-style-type: none"> <li>Chair noted the separate correspondence received from the governing bodies of St Anthony's Clayton and St Clare's withdrawing their applications to join the Trust. <b>Chair suggested the misreporting of the outcomes from the RSC trust review meeting could have influenced these decisions. Chair would be responding to these letters and would be referring to the Trust being ready to accept new schools.</b> CH noted the Bishop would be issuing a strongly worded directive asking schools to reflect on the decision to join the BWCMAT. Chair noted he would therefore send holding letters, acknowledging the Bishop's direction was awaited. Chair noted that the head at St Clare's was retiring and the school did not want to go through MAT conversion at the same time as appointing a head.</li> </ul>
<p><b>8</b></p>	<p><b>Conference Feedback</b></p>
	<p>Chair thanked Trustees for the significant work in delivering the conference. The day had been professionally staged and went smoothly. Attendees had been engaged and provided feedback, both good and constructive. Chair confirmed he would be sending a note to attendees to thank them for their participation. NM suggested putting together FAQs for the website, noting there had been many questions on the same themes, for example, the roadmap for schools joining the Trust. <b>NM agreed to review all feedback and put together a plan for addressing the various topics. CH noted she would link with NM on the protocol for joining schools.</b></p> <p>Chair noted some of the actions announced on the day of the conference, including the appointment of link directors to each academy council and that this was in response to the feedback from</p>

	<p>academy councils about a lack of Trust Board visibility. The link director would maintain communication, get to know the school in detail and carry out some of the metrics/holding to account. CH noted this needed to focus on engagement with the academy council chair. <b>Trustees discussed allocation of link director roles and agreed:</b></p> <p><b>LR – St Joseph’s Keighley</b>  <b>NM – St Anne’s</b>  <b>MS – St Winefride’s</b>  <b>DN – OLV</b>  <b>BC – St John the Evangelist</b>  <b>KM – St Walburga’s</b></p> <p><b>Chair proposed that the link directors work together on next steps and issue correspondence to the six schools to update them on the appointments.</b></p> <p>MC highlighted that those schools who are due to join the Trust had also requested a link director. Chair confirmed he would take on this role.</p> <p><b>NM suggested a central school could host an opening evening for these schools instead of Chair visiting individually.</b>  <b>MC agreed and added that those schools who had withdrawn their applications should be the priority for engagement.</b>  It was noted the Diocese would be making contact initially and then Trust Board would get in touch with the schools.</p> <p><b>A suggestion from conference was for the establishment of a Chairs’ group and it was agreed that further thought would need to be given to how this will be introduced.</b>  <b><u>Action: Clerk / Chair – next meeting agenda.</u></b></p> <p>AS noted there was the possibility of secondary schools joining the trust and trustees need to keep this in mind. Holy Family are making good progress on standards and have sound finances.  <b>Chair confirmed he would propose a meeting with Holy Family.</b></p> <p>Chair noted thanks to NM for his hard work on the handbook which had been produced to a professional standard and had received very good feedback at the conference.</p>
9	<b>Academy Council Skills Audit</b>
	JD noted that all skills audits should be received by half term.
10	<b>Safeguarding Update</b>
	<p>There was a discussion about how TB could be assured that appropriate safeguarding arrangements are in place. Chair noted the requirement to follow up on the action from last meeting for academy council chairs and safeguarding leads to provide a report to the TB. AS queried if this could be built into the minutes. Chair noted the requirement within the handbook for academy councils to adopt standard minutes and agenda templates. <b><u>Chair noted this needed to be positioned with chairs to set the scene in terms of requirements for standard agendas and minutes. Audit Committee was tasked with reviewing academy council minutes for safeguarding trends.</u></b></p>
11	<b>Updates from Committee Chairs</b>
Papers: Minutes of the Finance Meeting held 18 January 2018; Minutes of the HR/Pay	<ul style="list-style-type: none"> <li>• <b>Finance Committee</b></li> </ul> <p>DN provided an update, noting the Trust is showing a positive balance. St Winefride’s and St Joseph’s have healthy surpluses. St Anne’s is significantly over budget due to headteacher cover costs and there is some overspend on agency costs.  <b>DN queried if there was any school improvement support that could be provided from MAT schools to reduce the need to pay for this externally.</b></p>

DN noted the introduction of a separate budget for the central fund, which would be subject to monthly reporting. The central budget has a positive balance due to the carry forward (MAT expansion grant).

MC explained that the surplus at St Winefride's was due to conscious prudent management of finances as part of the plan to keep the school in balance for the next three year. **Chair highlighted that the Trust was a legal entity and that surpluses were in effect trust surpluses.**

**The Finance Committee asked for TB guidance on where value for money should be sought.** MS noted the requirement for TB to assess value for money of the MAT expansion grant and that this was one of the conditions of the grant. JD noted he had provided the first two returns to **RSC to account for the grant spend and it was agreed these returns would to be ratified by TB and JD would circulate the previous ones.**

**MS highlighted that the letter from RSC had reported that the top slice contribution from schools was not sufficient.** SJ noted that, when comparing the BCW Trust to other trusts, some of the services BCW schools pay for individually, for example CSP, would be considered as part of the top slice in other trusts. CH suggested the approach should be to initially identify all services and decide what is included in the top slice.

**Chair noted the need to hold a strategy session in March and, prior to this, SJ and DN would produce a list of central costs, for example PACT HR, CSP.** CH stressed that efficiency savings must also be made and other trusts were looking at this and identifying central roles.

MC suggested schools should not sign up to lengthy SLAs because this will limit opportunities for Trust-wide contracts to be established and this advice should be rolled out to CSP schools.

- **HR/ Pay Committee**

MS provided an update, noting the main items discussed at the meeting were recruitment and succession planning. Simon Gallacher had provided the Committee with an in-depth analysis of training, which showed a good up-take from heads of school and middle leaders but less so from deputy heads.

The committee stated that: **Aspiring catholic heads should undertake the Diocesan aspiring leader training to become know within the Dioceses and build those relationships - this would to be fed back to deputies via HTRC.**

Progress was being made on the HR action plan and schools would hear directly from PACT HR to progress the safer working practice training. The HR Committee is looking into the possibility of adding a mobility clause to the Catholic Education Service contract to allow staff to gain experience in other schools and strengthen succession planning.

HR Committee discussed the development of a Trust wide objective for headteachers. It was highlighted that Trustees needed to complete headteacher performance management training as there was a capacity issue, with only a small number of Trustees currently involved in headteacher performance management. It was suggested the link governor should be the TB representative on their respective headteacher's performance management. CH noted the need to establish a protocol for headteacher performance management and to ensure that academy councils are aware of the process. There should be a sharing of objectives so they link in with the strategic direction. It was noted that, in previous years, headteacher objectives had not been shared with academy councils but clerk confirmed guidance had changed and it was now best practice to share all headteacher objectives that are not personal. Chair also noted the requirement for consistency in moderating the performance management process.

**CH agreed to facilitate a session on headteacher performance management for the TB.**

There was some discussion about the requirement for Trust objectives to be included in HTPM targets. CH noted the process should aim to link all areas, including results, school action plans and standards. MS advised that the intention last year was to reflect school development areas within

	<p>headteacher objectives but this had not been formalised.</p> <p>CH noted there were several headteacher vacancies across the Dioceses and a joined up approach was required. CH noted there would be a recruitment day to which all deputy heads would be invited and there would be national and local advertisement. This event would be hosted at St Winefride's on 13 March 2018, as an opportunity for prospective heads to learn more about becoming a catholic headteacher in Bradford. The day would include meet and greet; input from heads, TB, chairs and CSPTSA; and attendees would be given the opportunity to visit other schools as part of the day.</p> <p><b>CH encouraged Trustees to attend. Chair noted he would attend in the morning. NM will try to attend in the afternoon.</b></p> <ul style="list-style-type: none"> <li>• <b>Standards</b></li> </ul> <p>There has not been a meeting since the last TB and the response to RSC will form the basis of the next meeting.</p> <ul style="list-style-type: none"> <li>• <b>Audit Committee</b></li> </ul> <p>BC provided an updated, noting the Committee had reviewed the Risk Register and this was being presented for TB ratification. BC provided a summary of the changes made to the risk register. Chair noted the Trust had developed considerably since the Risk Register was produced and the Risk Register should be reviewed to include only those key strategic risks.</p> <p><b><u>Action: Audit Committee to review the Risk Register in line with proposals from the Chair.</u></b></p> <p>A staffing comparison across schools was due to take place at the last Audit Committee and this would take place at the next meeting when standardised structures would be available.</p> <ul style="list-style-type: none"> <li>• <b>St Anne's TIB</b></li> </ul> <p>Chair noted the teaching and learning issues at St Anne's were more challenging than originally identified. Chair noted the additional headteacher salary cover costs AS highlighted that the TIB was acutely aware of the impact on finances. Chair noted the emergency grant application would be discussed with RSC as a larger SIFF would be needed.</p> <p>Chair noted the potential to develop some of the unused space at St Anne's into a conference facility and this could attract sponsorship. <b>Chair confirmed he would speak to the Diocese for approval before progressing any named/advertising sponsorship deal.</b></p>
12	<b>GDPR</b>
	<p>JD noted the GDPR briefing held by One Education for headteachers and business managers. One of the new regulations will be for schools to identify a data protection officer, which can be through an SLA with an organisation.</p> <p><b>MC noted the warning about choosing providers carefully and MC suggested she and JD initiate due diligence on potential companies.</b> CH noted the Catholic Education Service would be publishing guidance on GDPR.</p> <p><b><u>CH highlighted this issue was being considered by other trusts and Chair would contact the chairs of other trusts. JD and MC would continue research into potential suppliers.</u></b></p>
13	<b>Update from the Trust Finance Director</b>
Paper: Financial Report to Trust Board	<p>SJ noted a number of statutory returns had been completed, including signed accounts to Companies House and DfE; and the land and buildings return.</p> <p>Management accounts had been produced for each school and shared with TB.</p> <p>SJ provided a conversion update, noting that all new schools had been expected to apply to the DfE before Christmas but this had not happened. There was some discussion about the different interpretations of the RSC outputs and CH stressed as earlier <b>that there were no restrictions on schools joining the Trust.</b></p> <p>MC stated however that she had received a call from RSC which had indicated OLSB might be</p>

	<p>delayed in joining the Trust due to the issues at St Anne's.  <b>CH and Chair asked that they been kept informed of any RSC contact.</b>          CH noted the memorandum of understanding in place between the Diocese and DfE and that this contact from RSC should have come via the Diocese.</p> <p>Chair queried which schools were actively progressing applications to join the Trust and it was confirmed these were St Joseph's Bingley, St Mary's and St Peter's, St Clare's Fagley, OLSB and St Williams. CH noted that she understood there might be some additional schools now interested in joining.</p> <p>SJ noted the Trust was required to consider VAT in respect of the services provided to other schools by the executive headteachers. <b>CH noted that other trusts had worked to overcome this issues and SJ would contact them via Angela Cox.</b></p>
<b>14</b>	<b>Policy working group</b>
	No update
<b>15</b>	<b>Training for Directors</b>
	<p>MS noted that BC, MS and DN attended the safer recruitment training. This training is required by one member of every recruitment panel. MS had attended the Diocesan briefing on preparing for Ofsted. MC had attended Ofsted and GDPR training. JD had attended safer recruitment training.</p> <p>All were reminded to provide certificates to be copied for the SCR. In response to a question, <b>CH confirmed she would look into issuing certificates for the Diocesan training attended.</b></p>
<b>16</b>	<b>AOB</b>
	<ul style="list-style-type: none"> <li><b>Companies House information</b>            NM noted that original Trustees still had their personal addresses on the Trusts profile on Companies House. <b>SJ to ask the Trust Administrator to amend these addresses to the registered office.</b></li> <li><b>Confidentiality agreement</b>            KM suggested TB should consider a confidentiality agreement and it was acknowledged this was already covered within the Governors' Code of Conduct which all Directors had accepted..</li> <li><b>A confidential minute is recorded separately</b></li> </ul>
<b>17</b>	<b>Dates of Next Meetings:</b>
	<b><u>Trust Board</u> - <u>Monday 19 March 2018, St Joseph's, Keighley. 6.30pm</u></b>
	<b><u>Committees:</u></b> HR PAY Committee - 1 March 2018 Finance Committee – 15 March 2018 HTR Committee - 27 March 2018 Audit Committee - 10 May 2018
	<b>The Chair thanked MC for her hospitality and closed the meeting at 10:40pm.</b>

### FUTURE MEETINGS

Date	Title	Location and time
<b>Monday 19 March 2018</b>	<b>Trust Board</b>	<b>St Joseph's, Keighley. 6.30pm</b>

### OPEN ACTIONS

Item	Action	Owner	Due	Update
6	JD to progress the Trust Administrator vacancy to advert.	JD		
6	Audit Committee to review Academy Council skills audits.	BC		
6	CH to write to the governing body at St Williams with an offer of support in	CH		



	identifying additional governors.			
6	LR to confirm her nomination to St William's governing body	LR		
7	A working group to be established with all Chairs of Committees to look at the Trust's requirements for a standards director.	Committee Chairs		
7	HTRC Update to be a standing agenda item under Update from Committee Chairs	Clerk		
7	JD to email the RSC letter on 9 February 2018 copying this to Angele Cox, Director of Educations, Leeds Diocese, CH and TB Chair.	JD		
8	NM to review all conference feedback and put together a plan for addressing the various topics. CH to link with NM on the protocol for joining schools.	NM/CH		
8	Link directors to work together on next steps and issue correspondence to the six schools to update them on the appointment of link directors.	Link Directors		
8	Chair to raise at the next meeting the establishment of an Academy chairs' group.	Chair/ clerk		
8	Chair to meeting with Holy Family school.	Chair		
10	Requirements for standard agendas and minutes to be relayed to academy councils.			
10	Audit Committee to review academy council minutes for safeguarding trends.	BC	May	
11	MAT expansion grant returns to be ratified by TB before being sent to RSC	JD		
11	JD to forward previous MAT expansion grant returns to TB	JD		
11	Strategy session to be scheduled for March	Chair		
11	Ahead of the TB strategy session, SJ and DN to produce a list of central costs, for example PACT HR, CSP	DN/SJ		
11	MC to feed back through CSP that schools should not sign up to lengthy SLAs due to this limiting possibilities for trust wide contracts	MC		
11	Aspiring catholic heads should undertake the Diocesan aspiring leader training to become known within the Dioceses and make those relationships and this is to be fed back via HTRC.	MC/JD		
11	CH to facilitate a session on headteacher performance management for the TB.	CH		
11	Trustees to consider their attendance at 13 March 2018 recruitment day.	All		
11	Audit Committee to review the Risk Register in the context of strategic risks only.	BC		
12	Chair to contact other trusts about their approach to GDPR.	Chair		
12	MC and JD to undertake research on potential data protection officers.	MC/ JD		
13	All schools to notify TB Chair of RSC contacts	HTRC		
13	SJ to approach other trusts about their approach to supply of VATable services	SJ		
15	CH to identify a certification process for Diocesan training.	CH		
16	SJ to ask Trust Administrator to amend these to the registered office address.	SJ		
<b>MINUTES AGREED AND SIGNED</b>				
Chair	Cameron Robson	Date	19 March 2018	