

The Diocese of Westminster Academy Trust

Approved Minutes of Board Meeting held on 29th November 2016

Present: Mrs.K.Griffin (KGR), Mr.J.PMorrison (JPA), Mr.A.J.Corish(ACO), Mr.R.Anderson (RAN) ,Mr.P.Camoletto(PCA), Mr.K.Rylett, Mr.P.Quinn(PQU), Mr.C.Mathew(CMA), Mrs.J.Pearce(JPE), Miss.N.Kane (NKA), By

invitation:

Mrs.A.Squires (ASQ), Mrs.T.Doyle(TDO),

Papers circulated: Diocesan document on Academy strategy, Diocese Frequently asked questions document, Plymouth CAST Report, Winckworth Sherwood Report for DOWAT ,Autumn Term Updates summary, Website final proof, Performance overview summary for all schools in Trust, Education Endowment Fund Report on Pupil Premium and narrowing the Gap in Trust schools

No	Agenda Item	Details	Action	Responsibility
	Board Meeting	Prayer KGR Welcomed ASQ from Winkworth Sherwood and everyone to the meeting.		
1.	Apologies recorded and accepted	Dr.K.Sullivan (KSU)- abroad with work		
2.	Declaration of Business Interests	No interests declared in any items on the agenda. <u>Noted the following interests by Trust Board Members:</u> KGR Chairs Capital Strategy Committee of the Education Commission and holds directorships on other Diocesan academy trusts, Adviser to DfE on Business sponsorship Academies and MATs, recently appointed Bishops Advisor, and consultant to CAST Board PCA is the Financial Secretary for The Diocese of Westminster, Director of Churchmarketplace and holds directorships on other Diocesan academy trusts PQU Director Newham MAT Learning in Harmony Trust JPM is the Director of Education for The Diocese of Westminster		

		<p>NKA Director of a company linked to Education KRY IEB Member for Church of England School KSU Director of Rehydrogen and Property Development Company which is not involved in school works.</p>		
3.	AOB not on the agenda	None declared.		
4.	Minutes of last meeting	The minutes of the last meeting were checked for factual accuracy.	Approved by Board	
5.	Matters arising from minutes	<p>KRY advised no yet had response from COG at St. Johns.</p> <p>CES Articles 2015- Board agreed in interim not to amend articles whilst longer term plans being agreed not wish to waste funds on changing articles and scheme of delegation.</p>	Contact again spoken to Chair would welcome discussion as new COG	KRY/KGR
6.	WWS Report On Academy Proposals and impact on DOWAT	<p>KGR advised the Board as part of the Trust Boards due diligence role for DOWAT WWS had been asked to review the proposals and the potential impacts there could be for DOWAT and how the Trust schools could move into the new proposed structure. JPM was currently in process of visiting all Trust schools to discuss the structure and the formal launch of the Academy Strategy proposals was being held this Thursday at Church House all schools in the diocese had been sent an invitation for the Chair and Headteacher to attend.</p> <p>ASQ thanked the Board for their invitation, the report had been produced to identify the potential challenges faced and how the Trust Board could address these and the wider picture of other Trusts who had changed their formation and the lessons learned from these. Specifically focused on how embrace the new proposals and what it will look like for the DOWAT Board and its schools, looked at the timing risks, need to break down the risks for the Board, Trust structure and the schools in the Trusts family of schools. Consider the impact of breaking down in phases or all moving to new Trust structures at the same time and helping to format the new Trusts based on</p>		

		<p>the four years of experience of being Academies within a high performing Trust.</p> <p>JPM advised document very useful, on visits met with Governors discussed how schools will fit into the new structure proposals for Westminster Diocese, important each school in the new groupings has the opportunity to help to shape the new structures. Must protect our existing Academy Trusts during this period of change and not ask schools to move until ready , not destabilise any existing structures. A lot of knowledge has been gained from the work of DOWAT experiences of these schools and the Trust directors important to support the development of the new structures of local groupings.</p> <p>KGR asked if any questions from the Board</p> <p>CMA noted North Herts has a significant number of schools in DOWAT , if schools keen to go sooner rather than later if some schools unable to move in new family groups if the structures are not ready how will this impact?</p> <p>JPM advised views of schools is changing, see it is the diocesan policy to move to this new structure and schools wanting to know how and when they will move, different to discussions having a couple of months ago. KRY asked if schools are fully aware of the structural changes what it means to be part of an Academy Trust.</p> <p>JPM the meeting on Thursday will give a clear message one voice of the strategy for the diocese and an outline timeframe of how this will be achieved. Will be some key milestones in January and March have a Headteachers and Governors Working group who have been supporting with the due diligence on the proposals. Thursday will not be a Q and A session is a launch of the strategy and the Cardinal with Bishop John Wilson will be addressing the Headteachers and COG on the diocesan strategy to protect Catholic Education moving forward. Appreciate there have been concerns raised on capacity to deliver and we need to prove that we can achieve the vision. A lot of due diligence undertaken to get to this point, Project Board has been created to support the programme, will be largest across the country. Will be challenges but the Project Board</p>		
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		<p>which will include representatives from DfE, Education Commission and Industry will be responsible for the programme delivery. Major unions have already been in contact with the diocese meetings have been scheduled.</p> <p>KRY suggested a good frequently asked questions sheet for Parents and one for Teachers would be helpful early on to address the ‘myths’ of conversion. Important everyone understands the proposed Scheme of Delegation and how the new Local Governance Boards work to it, important message working together for Catholic Education not just ‘my’ school need good communication between centre and LGB’s.</p> <p>RAN the pilot will be proof of concept, important in interim do not put existing Trusts in jeopardy.</p> <p>JPM CES and DfE not keen on Headteachers on the Board, not to alienate HT’s but protect them, important that they have a voice lessons need to be learned from the Plymouth CAST and Middlesbrough report not want to place our Headteachers leading good schools into difficult situations important for them to focus on Teaching and Learning.</p> <p>ACO asked about the groupings some are not natural groups and do cross differing pay banding areas as geographical groups.</p> <p>JPM looked to create local deanery groupings taking into consideration potential pupil numbers and finances of the proposed groupings to see if viable sizes.</p> <p>ACO asked about the new structure and potential tensions of schools wanting to leave DOWAT to be part of discussions and new set up. JPM important schools not transfer until ready to go and risk to existing trust is assessed. However, can still be part of the discussions and development of new formats, experiences of existing academies will be very important in ensuring the success of the new Families of schools. Lessons learned will be vital in moving this forward.</p> <p>PCA advised JPM and PCA had met with the DfE complimentary about the proposal and in offering support to the diocese as it has done for other large trust groups in making the model a reality.</p> <p>ASQ DfE usually like to identify a lead school may need to clarify if</p>		
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		<p>acceptable that this school is in another Trust. ACO Need to ensure that as part of the proposal clarify</p> <ul style="list-style-type: none"> • Risk to School • Risk to DOWAT • Risk to Emerging Trust <p>PCA New programme for the diocese not set in stone if need to review areas as proceed this is possible.</p> <p>Board agreed it was important for DOWAT schools to feel fully part of the decision-making process for any new Trust groupings they could be joining even if within a different Trust in the interim.</p> <p>CMA raised the issue of schools that may wish to move but are not in a financial position to convert, what is the process to reduce risk to the emerging Trusts?</p> <p>PCA will be due diligence carried out on every school wishing to convert and support plan in place to help them achieve. Finances will become an increasing issue as we move forward with the budget cuts we are seeing across the sector. Need to consider Finances of schools currently including where surpluses have been built up.</p> <p>ASQ advised DOWAT as a Trust remained a 'going concern' until every academy had transferred, need to consider the views of your schools and how they see their timeframe for moving so you can risk assess the impact for DOWAT, are implications if you all go together and if in phases, the latter may be a higher cost as you will have to re analyse the risks for each school departure and TUPE undertakings. Need to consider if DOWAT schools will be the trail blazers for the new Trusts and help to lead the way with the experiences already gained in being part of DOWAT. Difficulty will come if there is not a consensus to an agreed timeframe.</p> <p>KGR reported from previous discussions St. Marys would be working with the diocese to provide some bespoke programmes for staff and governors within schools to support the programme to help with any key skills gaps, develop professional knowledge of academy structures and working within a company grouping but still delivering as a Catholic Educating Community.</p>		
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7.	Board Membership	<p>Board membership It was noted that the Trust Board still required additional Foundation Directors noted previous discussion on possible volunteers from recent roadshow visits. Need to clarify appointment process with Diocese useful to have additional Foundation Directors who could transition into the new structure.</p> <p><u>Election of Directors</u></p> <p><u>Chair of Governors</u></p> <p><u>Nominations</u></p> <p>Dr K Sullivan Mr P Quinn Mr.K.Rylett- in view of the Academy Strategy and work ahead for DOWAT would be willing to serve for one more academic year only had been intention to retire this year.</p> <p><u>Principal</u></p> <p><u>Nominations</u></p>	<p>Agenda December</p> <p>Appointed to serve for a further year on the Trust Board. Update appointment dates.</p> <p>Noted only have four posts until recruit further Foundation Directors</p>	<p>PCA/JPM</p> <p>TDO</p> <p>PCA/JPM</p>

		<p>Mr.A.Corish Miss.N.Kane Mr.C.Mathew Mrs.J.Pearce</p> <p>KGR thanked the COG and HT directors for continuing to give their time to the Trust Board, would be a lot going on in the next twelve months and their experience was welcomed to support DOWAT.</p>		
8.	Conditional Consent List	None		
9.	Chairs Action	<p>KGR reported that she had been supporting Plymouth Diocese and Plymouth CAST, huge lessons to be learned from the model which involves 35 schools. Has not been run with the levels of accountability in our Trust unfortunately report is not good, Bishop new in post so not there at the set up. Highlights the focus on Standards at all levels. Not able to talk in detail about the schools in their Trust strengths and weaknesses.</p> <p>KRY on reading report concern how a Trust with a number of central Trust employees got into these difficulties. Need to look at lessons learned.</p> <p>PCA identifies the importance of accountability in our model at all levels.</p> <p>CATs will have oversight of the Local schools and Diocese will have oversight of the CATs.</p>	Board agreed important to review the report in line with the others released and identify the lessons for both DOWAT and the new Trust structures communication at all levels between centre of Trust and LGB's was key.	
10.	Risk Management Software	<p>Board discussed the introduction of new systems at this period of possible change not want to invest time into creation if only used for short term not fair on schools.</p> <p>PCA advised did not think it would be a waste of time to set the system up could be adopted across the CATs. As discussed previously not want to reinvent look to adopt systems and processes that are proven.</p>	Set up training day for SBMs.	KRY/TDO
11.	Salix Scheme SEEF Fund	PCA suggested to defer the application for twelve months as scheme was linked to a long-term payback period through a third party not the DfE	Board agreed to review in twelve months.	

		could be difficult to change if needed to split schools. Possibility of making an application across the diocese creating economies of scale.		
12.	PSBP2	CMA asked if any schools had, had follow up visits. ACO advised his school had, outline draft plans on what EFA may support, review of accommodation have and what should have if designing new build. Will be an element of refurbishment, possibly some new build. Team in regular contact several professionals have been to site to undertake surveys, significant investment of professional time in feasibility stage, expecting final proposal just before/ after Christmas break.	Review final proposal when received.	Board
13.	CES Support Staff Appraisal	Board agreed to adopt format from CES to support other employment template policies. RAN asked about the Teachers Appraisal policy	Circulate to schools Check if has been circulated.	TDO TDO
14.	Website	Final page layout discussed and approved.	Send to Headteachers and then launch site	TDO/JSA
15.	AGM	KGR advised now Bishop John Wilson in post has agreed a date with him can attend 21 st February 2017 for the AGM.	AGM date set.	KGR
15.	AOB	Board dates 2017	Approved	
16.	Meeting closed	KGR thanked everyone for their attendance, meeting closed next meeting Auditor in attendance 15 th December 2016 5-7pm review of Final Accounts for period ending 31 st August 2016 must be submitted to EFA by end of year.		