Director's minutes
16.09.2026

Attendees
Directors: Joe Burns, Catherine Leong, William Deegan, Ilona Bond, Bill Nelson
Executive: Catherine Burnham, Lorraine Cullen, Nathan Wells, Sam Jukes, Jo Brake-Oakes, Asha Morjaria, Andrew Waterhouse
Diocesan representation: Pauline Cuddihy

Reflection: Catherine Burnham

1. Declarations of Pecuniary Interest None declared	
2. Minutes and Matters Arising a. Election of Chair and Vice Chair Postponed until next meeting b. Minutes Accepted as a fair record c. Final Budget email update Late amendment to final budget figures circulated and agreed by Directors by email. d. Job evaluation figures Following approval of the job evaluation exercise at the July meeting financial modelling was requested. Paper circulated with clear impact based on known financial assumptions. Assumed impact is c100k additional cost for 27/28. AM confirmed this amount is manageable.	
3. Outcomes a. Sam Jukes presented the data report on Early Years outcomes. Key points to note: • As data reports are earlier this year the primary checking exercise has not yet completed. There is not national data for context. Whilst we expect changes these are not expected to alter data significantly. • In Early Years the number of pupils has fallen, so the impact of a single pupil is more evident. • We have significant variation in school demographics. • Overall picture is mixed. GLD is up at 4 schools and the average number improved at 6. 5 are in line with 2025 national figure, and 4 above in all 17 goals. • Outcomes did decline n some schools, but some of those hinge on a single student. • b. Lorraine Cullen provided commentary on Early Years outcomes. Key points to note:	

- Baseline has been consistent now for 3 years. Barring STMP baseline is low on entry. It is important to evidence this for progress made.
- We are reintroducing a reception baseline alongside government data, so we have hard evidence to work from.
- Under quality of teaching and provision we have areas that are struggling – notably St Brendans. SJR has addressed historic issues. STE had Ofsted confirm we have moved in the right direction. TGS has adjusted staffing and now has a fresh team. SFOA was not fit for purpose, and a support structure is in place.
- Collaborative groups are in place and greater central involvement this year.
- IB queried if close monitoring where staff have been moved to ensure standards don't fall elsewhere? LC confirmed this was the case.

c. Sam Jukes presented the data report on Phonics outcomes. Key points to note:
   - Up overall by 3% on last year.
   - School level variation to note – OLCP up 10%, STMP up 14% but also drops at STG and SJR.
   - LC confirmed all schools now have appropriate approaches in place. All have revisited training where needed. Those performing better have ongoing training and hub support. The STG dip is cohort specific. Implementation at SFOA has been strengthened. All schools have been asked to ID someone who is strong and can mentor.

d. Sam Jukes presented the data report on KS1 outcomes. Key points to note:
   - 41 pupil drop in this cohort. For some schools a single child equates to 5%.
   - Teacher assessed to an expected standard in RWM, supported by a test. This is not compulsory but we do it.
   - Attainment is up in 7 schools. STE showed the largest improvement in maths (27%).
   - Some schools have dipped (OLCP, SJR, STB, TGS)

e. Lorraine Cullen provided commentary on KS1 outcomes. Key points to note:
   - Overall a mostly positive profile
   - Quality of teaching has been a focus for the past few years and this is beginning to impact.
   - All schools have specific approaches, but some are working on strengthening these.
   - Challenges remain around inclusion.
   - IB queried if there is cross trust moderation. LC confirmed there is, and we introduce a new assessment system this year.

f. Sam Jukes presented the data report on Multiplication Table Check outcomes. Key points to note:

- Overall a 14% increase on last year.
- Fewer than half did not get full marks.
- LC observed is a positive picture and working. Some heads are rolling over into year 3 to sustain.

g. Sam Jukes presented the data report on KS2 outcomes. Key points to note:
    - In an inspection window this is one of the key data sets Ofsted will use.
    - There was an error identified in the checking exercise with prior high attainers – data has been re-run with correct.
    - We are seeing similar demographic variations with schools as earlier.
    - Prior attainment data does exist for this cohort.
    - Data indicates this is a weaker cohort.
    - Combined RWM fell to 52% and is below last year's national figure (anticipated will fall around 63%)
    - Down 4% on last year vs a previously rising pattern.
    - Higher is fairly stable and comparable to pre covid and pre OLICAT
    - 4 schools improved, 3 in line. 2 noticeable drops.
    - For in dividual components reading is the strongest, writing has had biggest decline and maths is the lowest standard.
    - Page 10 of the report shows the various permutations – we have no one subject that is the common root cause.
    - Page 20 shows the step score needed to meet the zero progress measure – a 50/50 split.
    - Indication is national standard has increased, so we need to score even higher to get the zero progress measure.

h. Lorraine Cullen provided commentary on KS2 outcomes. Key points to note:
    - We have to accept this is a bit of a car crash for most of our schools. We know what we are doing but we're not having enough impact.
    - STE and TGS were unexpectedly low and out of line with predictions – we need to understand why.
    - We're looking for strengths amongst our y6 teachers to share.
    - More control being introduced on assessments and introducing paper over digital (something our heads have been asking for).
    - Change of approach for low prior attainers with data capture and looking at classroom experience and effectiveness of support.
    - School Improvement team 'SPA' visits and feedback for teachers.
    - Feedback platform linked to observation of practice. Increased HT presence in classrooms.

- WD queried is giving more control hiding a worse picture? LC stated one of the things we have to accept is our vision recognises school individuality and individuality of leadership. Our heads do know what they are doing, but we are focusing resource on crisis management. We expect better results next year.
- IB observed the starting point matters. LC stated our schools are better than they were, however the challenge is how we respond when the bar keeps rising. Three of our schools lost a year 6 teacher for a number of months, and we need to find a way to respond to that.
- AM noted the financial position is stronger than two years ago and we are discussing how to build capacity.
- IB noted then the aim is to build schools so they can stand alone and not need to firefight, so then School Improvement becomes an enhancement rather than a short term fix.

i. Sam Jukes presented the data report on KS4 outcomes. Key points to note:
   - This cohort has no progress data (cancelled SATs) so we are looking at attainment only which gives a partial picture. We have built a progress model based on KS1 but it can only be seen as a very loose guide.
   - TBCS pre OLICAT was a declining picture but is now rising year on year. STMS however is now a reverse of this and a declining picture.
   - There are some variances in demographics between the two but proportionally the SEND picture is similar.
   - Attainment 8 is the main measure (relies heavily on English and Maths). TBCS is on 41.4 up from 38.7. STMS however has seen a sizeable drop.
   - NW elaborated TBCS has now had 3 years of improvement but remains below national. They also have increased their year group sizes consistently. English, Maths and RE are all up and strong, and a number of measures for the school are above national for the first time.
   - NW elaborated STMS has historically sat around national, and even without progress data there is an issue. This is not a one off weaker cohort. English data has dropped significantly, as has maths. However this is not isolated as 14/28 subjects are down. Meetings and investigations continue with plans and non negotiables being put in place.
   - IB observed there is a big drop and it is a pattern of going down. Focusing on meeting national is not aspirational, however there needs to be a note of caution not to apply so much pressure as to cause collapse.

j. Sam Jukes presented the data report on KS5 outcomes. Key points to note: • TBCS had a cohort spike pre OLICAT then declined. The population is low. • Prior attainment exists for this cohort, and it's similar for both schools (middle band heavy). • TBCS strong performance last year has come down to around the mean. STMS has increased by a small amount (0.5). • NW explained KS$ results feed KS5, so if KS4 results drop the feed to KS5 falls. • STMS introduced pathways last year so those will show in 2028. Some small increases, but the volume subjects were poor. • JB queried why A level classes were running with low numbers. NW explained it is a balance and if we don't offer they don't stay. The reality is we should be getting the results. • JB observed that if we wish to retain our sixth forms they need to be better. • AM queried from a financial perspective and with STMS having excess staff is it due to losing good teachers. IB noted that is not an argument the school has made. • CL queried why did the Maths department not notice this earlier? NW stated there is a fundamental question around data and tracking and when did we know there was an issue. • WD observed a chicken and egg situation. If its bad we lose next years cohort. Needs to have a strategic conversation about a tighter and more focused offering. NW will update on position after Christmas. • SJ noted it takes the DFE a long time to calculate added value and we usually don't see this until Jan.	
4. Safeguarding a. Dashboards are still being configured and some schools making the transition fully to MyConcern. Aim to have an update for next meeting. b. No significant issues arising.	
5. HR JBO presented the updated support staff pay policy. The increase is 3.3% on all points and allowances. Policy also now references the job evaluation exercise. IB queried if the increase is funded? AM confirmed not fully. Directors approved the policy and increase.	

6. CEO update Whilst an update this is the third week of term so it's largely looking forward. Strategic aims shared for clarity: • Chaplaincy is key to our identity but was still in relative infancy with 7 schools not having a separate chaplain. Having a separate chaplain frees up HT time. We now have presence in all 12 schools and a new Director of Catholic Life and Chaplaincy. • A group of 6 is going to the spiritus conference in Rome. • Outcomes were covered earlier, but this places 5 of our primaries in the bottom 15% and we need to be at least as good as other schools. Attendance is a focus with a clear correlation between it and outcomes. • Admissions are a known issue, but it is important for board to recognise scale of the issue. We are 1349 short on PAN and 4300 on role. This goes some way to explain our financial situation. We have set a 20% increase target against a declining birthrate. • Leadership and governance – we have an ideal for board and LAC composition which was quite far off. We have increased by 11 (and have now lost a few) and have some ending terms. CB has written to clergy to support. We have conflict of directors as LAC chairs which may be picked up on under inspection. Board aim is 10-12 (moved from 5 to 7). • Strategic plan shared on hub to show progress. • JB queried where does taking on the other schools appear in the plan. CB confirmed this is a separate plan and the diocese are in regular dialogue with both us and the other schools. We continue to reach out and involve in a range of activities. • Planning for excellence meetings are in October. This goes beyond HTs presenting data, and Director attendance is crucial to its impact.	
7. LAC Minutes Matter arising from STMS last minutes has been addressed. There was an issue with a T&L review from the Trust and how this was addressed by school SLT. Chair has discussed with head and there is clear direction on how to receive these in future.	
8. Policies a. Safeguarding was circulated and approved by email over the summer. b. Equalities – updated in line with comments and circulated to heads. c. Data Protection – agreed with clarifications as raised.	
9. AOB None raised.	