

## STA Board Minutes 10/09/2020

▶ Virtual by MS Teams ▶ Thursday, September 10, 2020 ▶ 9.30am-3pm ▶ Chair:  
Sarah Noon ▶ Clerk: Jennifer Barnacle

**FINAL: The minutes are confirmed and locked.**

Further papers to be added shortly.

<b>Governors Attending:</b>	>Sarah Noon, Brian Underwood, Mary Delahunty, Phillip Bateman, FR Paul Chipchase, Christopher Reynolds,
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<b>Governors Apologies:</b>	>Fr John Daley, Michael Cummins, Terry Smith
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<b>Non Governors Attending:</b>	>Jennifer Barnacle, Antoinette Bouwens, Neil Lockyer, Mary Robson, Martin Fitzwilliam, Marcella Gillespie, Paula Cooper, Mike Hobbs, Ruth Hurcombe,
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<b>Non Governors Apologies:</b>	>Tom Shannon
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### Agenda Item 1 ▶ **Welcome**

**MINUTE**

The Chair welcomed everyone to the meeting, including newly appointed director, Fr Paul Chipchase.

Introductions were made.

Apologies were noted and accepted.

It was noted that Directors could leave the meeting if they were not involved in any particular committee. The meeting will remain quorate at all times.

### Agenda Item 2 ▶ **Opening Liturgy**

**MINUTE**

NL presented the opening liturgy.

### Agenda Item 3 ▶ **Minutes of last meeting and conflicts of interest and business and pecuniary interests**

**MINUTE**

The minutes of the previous meeting and of the previous committees were approved.

There were no declarations of interest for the purpose of this meeting.

Matters arising:

1. The new bank account was opened on 28 August.
2. Confirmation that the staff survey re RE and Collective Worship was completed will be sought from LLC. It will be circulated once completed.

**ACTION**

Confirmation that the staff survey re RE and Collective Worship was completed will be sought from LLC. It will be circulated once completed.NL

<b>Agenda Item 4</b>		<b>▶ Correspondence</b>
	The Chair stated that Members have requested that Directors complete a self evaluation of the Board. This will be used to give feedback and to an external review of governance.	
<b>MINUTE</b>	The questionnaire will be sent out by 18 September and should be completed and returned within 10 days.	
	In October there will be a 2 hour meeting with an external reviewer. Directors are asked to send their availability to SN.	
	This work is 50% funded by the Diocese and talks continue regarding the other 50% as this was not in the budget.	
<b>ACTION</b>	Directors to complete self evaluation and let SN have availability. ALL	
<b>Agenda Item 5</b>		<b>▶ Legal &amp; Regulatory</b>
	SN was unanimously reappointed as Chair of the Trust Board for 2020-21. CR was unanimously reappointed as Vice Chair of the Trust Board for 2020-21.	
	Membership of committees will remain the same	
	Finance & Estates (PB/SN/TS) Audit and Risk (TS/SN/BU) HR & Staffing( MC/MD/SN) Standards (BU/ CR/SN)	
<b>MINUTE</b>	SN will discuss with PC which committees he could join.	
	The Chairs and Vice Chairs nominated since the last Board meeting were approved. All Board has now ratified the nominations at all schools.	
	Directors are reminded to complete their profiles on TG (Governor Tab/ my profile/ edit my profile). This includes checking that the information already included is up to date, that declarations of interest are complete and that all of the relevant documentation has been read and the tick box checked to record that this has been done. Update must be pressed to save the information. The GIAS information should also be completed this year. This is under the main profile box. The deadline for completion is 30/9/20.	
<b>ACTION</b>	SN will discuss with PC which committees he could join. SN/PC Directors to complete their profiles by 30/9. ALL	
<b>DECISION</b>	SN was unanimously reappointed as Chair of the Trust Board for 2020-21. CR was unanimously reappointed as Vice Chair of the Trust Board for 2020-21. All Chairs and Vice Chairs at schools ratified.	
<b>Agenda Item 6</b>		<b>▶ Update on Summer activities</b>
<b>MINUTE</b>	AB presented her report on capital projects over the summer holidays.	

Most projects are now completed including roofing work and boiler replacements at some schools.

Boiler work at one school is delayed slightly due to asbestos removal.

### **Risk Assessment**

A new risk assessment had been completed before the end of term. This was received by each school and staff signed to indicate they had read it and had the opportunity to ask questions. The rules were then changed by the government just before reopening. The RA was therefore reviewed and an addendum added to incorporate these changes. Further government announcements and guidance are followed closely and where necessary the RA will be amended.

NL paid tribute to work done by the Central Team on getting schools ready to reopen and to the tremendous amount of work done at school level by staff. There had been general appreciation of the Trust's role throughout and good feedback has been received. However, the challenges being faced by schools remain.

The Risk Assessment Committee are receiving weekly updates from AB.

## **Agenda Item 7** **Strategic Plan**

NL presented the strategic plan.

### **MINUTE**

This is a working document that is updated regularly. It will be shared with the Board regularly and the Board will use the document to monitor the key actions being taken and use it as the focus of their communications.

It contains the broad aims for the Trust. It has been reviewed by the executive team and aims and success criteria have been separated.

It was noted that the aims are aspirational.

The aims and success criteria were outlined and noted by the Board.

1. All schools to offer consistent strong Catholic education, formation and development of young people. Success criteria - All schools 'Good' or better by DCI.

2. All schools to offer consistent strong curriculum, teaching and learning and personal development of young people. Success criteria - all schools classed as good or better by Ofsted. Ofsted now focus more on the curriculum provision in schools and are more open to look at delivery rather than attainment.

3. Consistent high quality education leading to strong outcomes for all young people, Inc. SEND, vulnerable groups, disadvantaged. Success Criteria - Progress and attainment in all schools to be at least as good as nationally and better in the majority of schools. NL stated that it is important to compare schools to National, despite the many variables nationwide. It indicates progress and comparing our schools only to ourselves could lead to stagnation.

4. All schools to offer high quality progressive, engaging educational pathways to young people. Success Criteria - No NEETS post-16.

5. Consistent effective systems of pastoral support, redirection and behavior management in schools. Success Criteria - no permanent exclusions from any school. No school to have fixed term exclusion rate higher than national average.

6. Local Catholic Schools the 'school of choice' from Catholic families. Success Criteria - All schools full and maintaining waiting lists. An increased number of Catholics in schools. Evidence of catholic children returning to catholic secondaries within the CMAT from primary schools. There are many reasons why pupils don't currently transfer to a catholic secondary school in the CMAT, including recent history and habits and transport. To address this, we will continue to support relationships with the parish and improve marketing and social media presence. Providing transport would be a financial risk.

7. Permanent building for CMAT central team and training resource. Success criteria - permanent, appropriate, good value long term lease secured. The Diocese could be approached regarding the purchase of a building which we could let from them. The building will be required in around two years' time.

8. Board and LGB development. Further work is required in this area. It was agreed that a working group should be set up made up of directors and some experienced chairs of LGB's to look at development. The external review of governance of the Board will help inform decision making. MD, BU and SN agreed to sit on the working group.

9. All senior leadership posts filled with permanent staff. Success criteria - No vacant head, deputy or assistant head posts. Development programme in place for identified future leaders.

10. Ensure at least 1 day equivalent PPA for all FTE teachers. Success Criteria - At least 1 day PPA timetabled. Detailed school by school plans for ongoing training and development established. It is acknowledged that this is very aspirational but there needs to be a movement towards it. There would be a financial cost to implementing. KPI's would need to be revisited, staffing increased and priorities set. To measure impact, it would be helpful to run a pilot scheme either in a whole primary school or in a subject area at a secondary school. It could be targeted to where there is a need for improvement.

11. Clear succession plan for CMAT executive team. Success Criteria - No executive team positions vacant. Development programme in place for identified future leaders.

12. Clear succession plan for head teachers across CMAT. Success criteria - no vacancies for Heads, Deputies or Assistants. Development programme in place for identified future leaders.

13. All school estates to be fit for purpose, well maintained and positive learning environments. Success Criteria - all schools fit for purpose and efficiencies across the CMAT. This is a long term aim with an end timescale of 2029-30. There is currently much variability across the schools.

14. Centrally pooled GAG. This is a sensitive issue with advantages and disadvantages. It will be discussed further by members of the Finance Committee.

15. At least a balanced in year budget. Success Criteria - all schools demonstrating a balanced in year budget for the beginning of 2021-22.

	<p>16.A minimum of 18 days' operational reserves and core strategic reserve. Success Criteria - to be in place at the beginning of 2021 -22.</p> <p>The strategic plan will be added to the December Board meeting for an update along with a report from the Board and LGB development working group.</p>
<p><b>ACTION DECISION</b></p>	<p>Set up working group re Board and LGB development. Recruit chairs. SN SN/ BU / MD to sit on Board development working group</p>
<p><b>CHALLENGE</b></p>	<p><b>What is the focus of Ofsted under current leadership? Response at 2</b>  <b>Is comparing ourselves to National appropriate? Response at 3</b>  <b>What are the barriers to transferring to catholic secondary schools? How can we address? Response at 6</b>  <b>Can the Diocese help with the building for the central team? Would buying a building make sense? Response at 7</b>  <b>How would we begin to move towards having one day of PPA? How would the impact of introducing it be measured? Response at 10</b></p>
<p><b>Agenda Item 8</b> ▶ <b>HR and Staffing</b></p>	
<p><b>MINUTE</b></p>	<p><b>Confidential item (attended by Directors only)</b></p> <p>The Directors noted the CEO Pay scales and Pay policy.</p> <p>It was noted that there are no amendments to the pay policy and the policy applies across all 4 CMATs. Pay scales have increased by 2.75%, in line with teacher and support staff increases.</p> <p>The Board approved the policy and pay scales, for the CEO and Executive team.</p> <p>The budget includes an increase of 3%.</p> <p>Arrangements for the performance review of the CEO need to be determined.</p> <p>CR confirmed that as Chair of the Pay Review committee he had been meeting with NL and setting objectives over the last three months and this will continue.</p> <p><b>HR and staffing</b></p> <p>The proposed starting salary of £31k for teachers will have a significant impact on pay scales including upper pay scales and there is likely to be major changes to scales.</p>

The support staff pay award was noted. This has been finalized and is a 2.75% uplift which will be backdated to April 2020. It is anticipated that it will be paid in October.

The Board approved the pay award.

The teachers' pay award was noted. This has not yet been finalized as it is awaiting government approval which should be granted at the end of September. It is a 2.75% uplift which will be backdated to September 2020. It is anticipated that it will be paid in October. Any changes will be referred back to the Board.

The Board approved the policy subject to government approval.

It was noted that the budget had included an uplift of 3% for teachers. The impact on schools varies depending on the make-up of staff and the Board acknowledge that staffing costs may increase at schools. It is not yet known what percentage it will increase staff costs to but this information will be available at the end of October.

Teachers pay progression had been paused due to lockdown and will be based on evidence up to the last review. Heads will make recommendations to the Board for consideration and approval. Unless staff are on support plans they are likely to progress.

#### **Staff Wellbeing**

A report is being compiled from the employee assistance programme and will be emailed to the HR committee and discussed at their next meeting. MD to meet with PC and MR to discuss wellbeing of staff during the Advent term.

PC presented her report.

New guidelines regarding local lockdown rules mean that 26 staff are affected by shielding rules. Most had returned to work. All required a personal risk assessment and all but one feel comfortable in returning to work.

A meeting has taken place this week in respect of an employment tribunal and the outcome letter will be sent shortly.

There was low staff turnover in 2019-20 and there are only a few vacancies across the CMAT that are not filled.

#### **Financial Implications of Schools C19 response**

NL presented a report. It was recognized that staff in school had been working extremely hard on reopening but that it was unsustainable. Heads are covering multiple roles, there is a lack of breaks, staff are undertaking additional duties and SLT are spending the majority of time monitoring pupils etc.

There are concerns for the health and wellbeing of staff, that SLT are not engaged in their core purpose and that the current model is poor value for money given the salaries of Heads and SLT.

The Board are asked to consider a proposal that where schools have more than 18 days' reserves then they appoint additional cleaners/supervisors etc. and where there is less

	<p>than 18 days reserves they request the use of central reserves with the view that these will be repaid.</p> <p>The Board considered the proposal.</p> <p>It acknowledged that action being taken will compromise KPI's and that this will be monitored and should be reported on separately in the management accounts. Processes will need to be put in place to ensure all costs are captured.</p> <p>The Board are satisfied that school and CMAT reserves are used to support schools through this period and schools will be given guidelines on what the priorities are and how staff should be used.</p> <p>NL will discuss the proposal with Heads shortly.</p> <p>It was noted that additional government funding had strict criteria. Some bids have been submitted but the additional help needed moving forward would not be covered.</p> <p>It is not appropriate for parents to help out in monitoring pupil's movements etc. as there are implications for DBS and insurance and in bringing in additional people into the school. Consideration will be given to using existing lunchtime supervisor's/ exam invigilators.</p>
<b>ACTION</b>	<p>Forward Employee assistance report to HR committee. MR          Arrange meeting with HR to discuss wellbeing. MD</p>
<b>DECISION</b>	<p>Approval of CEO pay Policy and Pay Scales.          Approval of support staff Pay policy and scales.          Approval of teachers pay policy and scales.          Board supports use of school and CMAT reserves being used to support schools through crisis.</p>
<b>CHALLENGE</b>	<p><b>What will be impact of higher starting salary for teachers?</b>  <b>What will staff cost percentage be given the increase?</b>  <b>Can parents, lunchtime supervisors, exam invigilators be used to monitor pupils in schools?</b></p>
<b>Agenda Item 9</b>	<p>▶ <b>BREAK</b></p>
<b>MINUTE</b>	
<b>Agenda Item 10</b>	<p>▶ <b>Catholic Life</b></p>
<b>MINUTE</b>	<p>The LLC's report was noted.</p> <p>Much work has taken place with NDCYS and their resources have been excellent.</p> <p>Work is ongoing on videos to give to teachers on different types of prayer. This will help ensure there are consistent engaging acts of worship across the schools.</p> <p>Work is ongoing with De Lisle in respect of a Chaplain. Chaplaincy will be reviewed over the next 6 weeks before a decision is made.</p>



The Chaplaincy blog, available through the website, provides a platform for schools to share innovative work they have been doing. The LLC acts as a facilitator and enabler to take good practice and share it. Most schools are using the blog to some degree but the aim is to have weekly updates from all schools. The Blog will be available to DCI inspectors.

NL presented a paper in respect of The Briars and NDCYS.

Lockdown has resulted in no income for them and their reserves have been used up.

They have put in a request for the 4 CMAT's to underwrite their fundraising day. This would be £8500 for STA CMAT. This cost would look to be fully recouped (or as close to that as possible) via the fundraising day.

The Board acknowledged that this is a clear third party transaction as the Diocesan Bishop is both a Member of the CMAT, and a Trustee of the Diocesan Youth Service; it is also, potentially, a use of tax payer money.

It is anticipated that the transaction would be covered under the Procurement Policy Note 02/20 (PPN): supplier relief due to coronavirus (COVID-19) (i.e. an essential service that can be paid for even if it can't be used at the present time). The Board were fully satisfied that the Diocesan Youth Service provides a unique and very important service for the pupils educated within the CMAT schools, and that it is therefore essential to maintain it.

The Board were satisfied that it can be paid and that efforts will be made to recoup. If any costs are incurred, then they will be under the PPN.

The fundraising day must be well promoted within schools, especially secondary schools, and where the fundraising money is going should be highlighted. An appeal should also be put in the CMAT newsletter. Pupils could be asked to run their own fundraising events for the Briars and NCDYS.

A discussion took place on the use of PP funding to support them. This was a potentially risky area and therefore would not be explored further.

The Board approved the underwriting of £8500, having considered the request in light of their obligations under the Academies Financial Handbook. As it is a 3<sup>rd</sup> party relationship there is a need to get permission to proceed and MH will undertake this.

**ACTION**

NL to get permission to undertake a 3rd party transaction.

**DECISION**

The Board approved the underwriting of £8500.

**CHALLENGE**

**How can schools share innovative work?**

**Agenda Item  
11**

► **Standards**

**Safeguarding**

**MINUTE**

The safeguarding report was noted.

Safeguard Training will be arranged for the Board and central team.

Training for governors will be arranged.

Any staff that did not undergo safeguard training on inset days will receive catch up training.

The central team monitored operation Encompass notifications over the summer holiday. This notifies schools where there has been an incident of domestic abuse in a young person's home. If police visit a home and there is normally a child living at that address they inform the LA and the school, whether or not the child witnessed any abuse. The information is recorded on CPOMS and helps the school with understanding a child's needs.

A CMAT wide safeguarding policy has been drawn up and reviewed by lawyers. It was approved by the Board. It will be shared with head teachers and distributed to schools shortly. All schools will follow this safeguarding policy.

### **Primary schools**

MF presented his report.

Red and amber schools were noted and are receiving additional support from DPS or school improvement heads.

Some schools are included as red or amber as they are due a DCI or Ofsted inspection in the academic year.

As there were no SATS in primary schools, data is based on teacher predictions for the year end. Moderation took place and the school improvement heads and DPS reviewed the predictions. Work was undertaken with the Fisher Family Trust to determine Progress.

The 2020 data will not be published.

For all highlighted schools there will be a school review which will look at data and assessments in more depth. The DPS will be spending more time in these schools to get a great understanding of the school to allow targeted support to be provided.

To ensure good teachers are appointed the CMAT will be sitting on recruitment panels where necessary.

A meeting will be arranged after half term with BU and MF to review the RED schools and to look at the recovery curriculum. BU will report back to the December Board.

Up until half term a narrower curriculum will be followed. Schools will then reassess pupils and identify gaps.

### **Secondary Schools**

Schools worked very hard to get assessed grades.

Three schools stayed within the FFT50 band and one stayed within the FFT20 band.

No progress data will be available for the year but some indicative data will be available soon.

The Basic measures GCSE were reviewed. Good progress is indicated in English and Maths at schools but work will continue in this area to ensure it is embedded in the school.

Rigorous procedures were in place to ensure that teachers assessments were robust and that results could be explained if necessary.

The A Level data has been affected in some areas by having very small cohorts.

There has been very few A level result appeals, indicating that most people were satisfied with their results. Very few pupils are entering Autumn exams.

The amber and red schools were noted, along with the areas of focus for these schools.

Where numbers are falling in sixth forms, some subjects are being protected. St Paul's 6<sup>th</sup> form had a high number of external applicants and this is due to multiple factors, including location, outreach activities and marketing. De Lisle numbers have remained steady but had hoped for an increase in numbers.

Vocational subject grades were in line with expected.

To ensure that LGBs are monitoring areas of focus for schools the Advent 2 meeting will have questions set by the Trust on these areas and the School improvement plan should include the areas for focus.

A meeting will be arranged after half term with CR and RH to review the RED/ AMBER schools . CR will report back to the December Board.

### **Blended Learning and Remote Learning Protocol**

The document was noted. It follows DfE guidance.

Workload must be considered and heads should be reminded of videos and National Academy resources available to use. Work must be mapped against the National Academy curriculum to ensure that it is relevant.

Work is ongoing on tier two planning and opening.

#### **ACTION**

Arrange safeguarding training for Board and central team. MG  
Arrange safeguarding training for governors. MG  
Arrange meeting to review RED schools and recovery curriculum. BU  
Arrange meeting to review sec schools with RH. CR

#### **DECISION**

Safeguarding policy approved.

#### **CHALLENGE**

**How does operation Encompass work?**  
**How can the CMAT help ensure good teachers are recruited?**  
**Why had some schools seen an increase in numbers in 6th forms? Where numbers are low in some subjects will the subject still be taught?**  
**How can the Board ensure that the LGB's are looking at areas of focus**

Agenda Item  
12

▶ LUNCH

MINUTE

Agenda Item  
13

▶ Finance and Estates

MINUTE

#### **Internal audit.**

The report on internal audit was noted. The Board stated that it was happy with the performance of Leicestershire County Council as internal auditors and that they had provided reassurances about processes and systems in place and good advice. They work well with the schools. The audit coverage was noted and approved. The Board considered whether any risks need to be added, including non-financial risk, e.g. Cybercrime. Further consideration will be given to this at the November audit and risk committee.

#### **External audit**

The timeline was noted. Auditors will be visiting in October. The ESFA have extended their deadline for filing to 31/1/21 but all efforts will be made to get accounts filed by the end of December as usual.

Work on drafting the Trustees report should start as soon as possible. The Finance committee will comment on the draft structure to confirm if it is acceptable.

The draft management letter from the interim audit was reviewed. There are fewer points than the previous year. Draft responses have been inserted. Some points require clarification from the auditors or input from HR.

#### **Budgets**

The Finance Committee have reviewed and recommend that the Board ratify the budgets. There have been some minor amendments since the last meeting. The Board approved and ratified the budget for submission.

In respect of Covid costs, a claim was submitted in July. This was for £68k premises costs, £38k Free School Meal costs and £18k for exceptional costs. Exceptional costs will be under greater scrutiny and it was acknowledged that there was a risk that all exceptional costs might not be recovered.


#### **GAG Pooling**

The document was presented and reviewed.

The Committee unanimously agreed that planning to move forward with pooling should begin and how to communicate this should be established. A group of heads will be set up to look at Pooling.

#### **Management accounts**

The Management accounts for July 2020 were reviewed and approved.

	<p>Jackie Banks will be working for the Business Services department for three days a week.</p> <p>The letter from St Francis school regarding use of land was noted. The committee agreed that the letter should be sent to tThe Franciscan Sisters Minoress. AB will check if ESFA permission is needed.</p> <p>AB outlined the GDPR requests for information received and the minor breaches that had occurred. All had been dealt with successfully and there were no outstanding actions.</p> <p>It was agreed to defer fundraising options to the next Finance Committee.</p> <p><b>ACTION</b> Finance committee to comment on the draft structure of the Trustees report.SN/PB/TS Send letter to The Franciscan Sisters Minoress . Confirm if ESFA approval needed. AB</p> <p><b>DECISION</b> Approved reappointment of LCC as internal audits. Approved scope of audit. Approval of budgets for submission. Approval of July management accounts. Agreed to send letter to The Franciscan Sisters Minoress re use of land. The Committee unanimously agreed that planning to move forward with pooling should begin and how to communicate this should be established. A group of heads will be set up to look at Pooling.</p> <p><b>CHALLENGE</b> <b>How much has been claimed for C19 costs?</b>  <b>Could pooling discourage schools from seeking pupils as income would no longer be reliant on pupil numbers?</b>  <b>Could accounting systems cope with pooling? would more central staff be required?</b>  <b>Would detailed information of each school still be available to allow challenge?</b></p>
<p><b>Agenda Item 14</b></p>	<p> <b>Next Meeting</b></p>
<p><b>MINUTE</b></p>	<p>Monday 14 December at 4pm.</p> <p>Dates of meetings to be recirculated. Date of January HR meeting to be changed.</p> <p><b>Forward Agenda items</b></p> <p><b>Board</b></p> <p>Update Strategic plan</p> <p>Report from LGB/ Board development working Group</p> <p>Report from BU on red primary schools and recovery curriculum Report from CR on red/amber secondary schools Report from MD on staff well being Report from Audit and risk committee</p> <p><b>HR Committee</b> - Wellbeing report</p> <p><b>Finance Committee</b> - Fundraising options</p> <p><b>Audit and Risk</b> - Consider any further risks requiring internal audit</p>

<b>ACTION</b>	Circulate dates of meetings. Change date of HR committee in January.
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<b>Agenda Item 15</b>	▶ <b>Closing Prayer</b>
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<b>MINUTE</b>	The meeting closed with a prayer.
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**Governor Agreed Actions set during this meeting: 0**

STA Board and committees *dated: 10/09/2020*  
Minutes approved by Jennifer Barnacle