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| **STA Board   Minutes   09/09/2021** |
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Top of Form

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| Cossington  Thursday, September 9, 2021  9.30Chair: Sarah Noon   Clerk: Jennifer Barnacle    |
| FINAL: The minutes are confirmed and locked. |
| Additional papers to be added shortly. |
| Governors Attending: | >Maria Jane, Sarah Noon, Brian Underwood, Mary Delahunty, Mary Mihovilović (morning session only), Terry Smith, Phillip Bateman (For Finance only)   |
| Governors Apologies: | >Fr Paul Chipchase, Christopher Reynolds |
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| Non Governors Attending: | >Jennifer Barnacle, Marcella Gillespie, Tom Shannon, Mary Robson, Paula Cooper, Ruth Hurcombe, Neil Lockyer, Antoinette Bouwens, Mike Hobbs |
| Non Governors Apologies: | > |

Bottom of Form |
| Top of Form

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| **Agenda Item 1** | **Welcome & Prayer** |
| **MINUTE** |  The Chair welcomed everyone to the meeting and TS conducted an opening liturgy. |
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| **Agenda Item 2** | **Minutes of last meeting and conflicts of interest and business and pecuniary interests** |
| **MINUTE** |  The minutes of the last meeting were approved.SN stated that she was now  a Board member at St Ralph Sherwin CMAT. There were no other declarations of interest for the purpose of this meeting.**Matters arising:**Matters arising:MD to provide report on her visit with MR at September committee meeting. MD        **Oral report to be given at Agenda item 8.**Compare number of safeguarding incidents with similar schools in city. MG      **It was noted this information is difficult to obtain and without context of schools it would mean little and it was agreed not to pursue.**MH to run training session for directors on understanding finance. Date to be agreed in Advent term. **MH to circulate dates for an in person session.**JB to inform the Diocese that admissions variations determined and AB to put revised policies on websites.**DONE**MM will consider which committees she would like to sit on after the Committee meetings in September. **MM to join HR committee and TS to leave HR committee.**Amend GAG pooling appeal policy and bring back to Board in Sept. MH   **AGENDA ITEM 13**Directors to review Business continuity document and send any comments to AB . Document to come to Sept board to be ratified .  **No comments received and Business Continuity Plan ratified.**TS to approach property department of Diocese re accommodation needs. TS  **TS had met with the Diocesan Estates department regarding potential use of empty properties for housing chaplaincy apprentices and had been referred back to the relevant Parish Priest. The Parish Priest had declined to take on the responsibility. The Board expressed their thanks to BU who had also spoken to relevant parties. SN /NL will raise again with the Diocese and the members.**The Support staff pay policy, Annual leave policy, Absence Policy and the Maternity and Parental leave were deferred to the September meeting. **AGENDA ITEM 8 (Absence Policy and Maternity and Paternity Leave policies deferred to December Board meeting)**The Board agreed that NL should investigate the marketing proposal further and come back to the Board in September with a costed recommendation. **AGENDA  ITEM 7** |
| **ACTION** | MH to run training session for directors on understanding finance. MH to circulate dates for an in person session.Raise issue of use of empty Diocesan buildings with Members and Diocese. SN/NL |
| **DECISION** | MM to join HR committee and TS to leave HR committee.Business Continuity Plan ratified. |
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| **Agenda Item 3** | **Correspondence** |
| **MINUTE** |  The Chair reported that the resignation of Paula Cooper, HR Manager,  had been received. There are currently 2 HR assistants in place and interviews for the position of HR Manager will take place w/c 13/9/21. |
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| **Agenda Item 4** | **Legal & Regulatory** |
| **MINUTE** | 1. SN and CR indicated their willingness to stand for a further term of office as Chair and Vice Chair. There were no other nominations. SN and CR were unanimously appointed as Chair and Vice Chair for 2021-22.
2. The  revised scheme of delegation was ratified.
3. The revised terms of committees were ratified.
4. The revised codes of conduct for governors and directors were ratified. The Board noted the addition of wording relating to only using official emails santioned by the CMAT. SN stated she had brought this up at a CMAT Chairs' meeting, and it has been generally agreed that private email addresses are acceptable for general communication, but any sharing of confidential information should only be done via school/CMAT email addresses/TG.It was therefore agreed that the use of private email addresses for general communication is santioned by the CMAT.
5. The Board were reminded that their TG profiles in respect of documents to be read is cleared at the start of every academic year. The Board are asked to update their profiles, including checking their declarations of interest and reading the relevant documentation and ticking the box to state it has been read. It was noted that MH had produced an updated more user friendly guide to declarations of interest and this has been linked to governors profiles. An updated TG users guide has also been produced and is on TG and attached to this meeting for reference.
6. The appointment of Jo Williams as Clerk to EM was approved.
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| **ACTION** | Update TG profiles. ALL |
| **DECISION** | SN and CR were unanimously appointed as Chair and Vice Chair for 2021-22.Agreed that the use of private email addresses for general (non confidential) communication is sanctioned by the CMAT.The revised scheme of delegation was ratified.The revised terms of committees were ratified.The revised codes of conduct for governors and directors were ratified.The appointment of Jo Williams as Clerk to EM was approved. |
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| **Agenda Item 5** | **Update on Summer activities** |
| **MINUTE** | 1. AB detailed the capital work that had been undertaken over the summer. Two of the roofing projects had been delayed slightly but will be complete by the end of the month. Tenders have been received for St Martins car park work  and at CTK further planning permission is needed before the work on the windows can begin.
2. A last minute rush at the end of the school holidays in applying for bus passes for St Pauls led to the providers system being overwhelmed. This led to many unhappy parents and to abusive calls from parents being made to the provider. As a result the bus company have given notice that they are cancelling  the contract in October, although they have been persuaded to remain in place until December. It is hoped that they can be persuaded to remain in place on a permanant basis if it can be demonstrated that things will improve. Therefore St Pauls has taken over much of the administration in respect of the buses with staffing being applied to it and a dedicated email set up. In parallel other bus providers will be explored.
3. Schools have returned to school and there have been some outbreaks of C19. Presently 70 pupils have C19 - less than 1%). Bubbles no longer apply and pupils do not have to self isolate if they are in close contact and have a negative test result. Local outbreak plans are in place.
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| **Agenda Item 6** | **CMAT Mission Statement** |
| **MINUTE** |  The Mission Statement has been in place since 2018 and the Board are asked to reflect and revisit it to ensure it is still relevant.The Board agreed that the Mission statement was still relevant and effective. The following suggestions were made:1. Staff Development : Include succession planning for heads etc.Add equipping and supporting non-Catholic staff. Include staff well being. Career progression should refer to 'Developmental Career Progression'
2. Include Student Welfare and Mental Health

Collaboration has been impacted by C19 and it was noted that in this area  more work needs to be done, possibly including setting up a parents forum. Improved Chaplaincy provision will help strengthen Parish links.NL to amend and then share mission with Directors and Heads and will then be presented to Chairs at the next symposia. |
| **ACTION** | NL to amend and then share mission with Directors and Heads and will then be presented to Chairs at the next symposia |
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| **Agenda Item 7** | **Strategic Plan including marketing proposal** |
| **MINUTE** |  The strategic plan was noted . It had been updated in March and September 2021.Some strategic objectives have been achieved and are considered closed but will still be monitored to ensure they remain completed.It was noted that a number of the strategic financial objectives have been met.  KPI's are now in place in a number of areas and monitoring performance against KPI's as a whole should be included as an Objective. Meeting KPI's relating to GAG Pooling should also be added.A number of additional priorities have been added and the Board reviewed these.Leverage Leadership is an approach to refocus school leaders on teaching, learning and assessment and not administration to make them more effective. Head teachers have welcomed the approach.It was noted that there is a new DCI Framework and Liturgy direction and this may impact on some of the objectives and that wording may need to be reconsidered.The Headteachers oversight committee is to ensure transparancy of the GAG pooling process. Five Heads will meet each half term to look at spend and to ask questions etc. They will send a short report to all the Heads.The new IT staff have done good work on assessing what IT infrastructure is needed and have established a base line provision for all schools. Much work needs to be done to reach this base line.In respect of objectives 8 and 9:Work continues on sourcing new Directors for the CMAT Board, with a target of 12 -14 being in place. Discussions are ongoing with other CMAT CEO's, CMAT Chairs and the Diocese regarding the role of LGB's going forward and the need to be more effective. In the short term training is being offered for governors.A Governors Open Morning will take place on Saturday 30 October at St Pauls. Directors are requested to attend if possible. It will be an opportunity for governors to meet the Executive Board, the CMAT directors and each other. Workshops will be run including one on the role of the Board and committee chairs will be asked to do a short presentation on the work of their committee.The Eco Roadmap may give directors more opportunity to be involved directly in the schools. Consideration has been given to linking Directors to specific schools but at present this will not be done and instead directors should should monior progress using 'Team around Schools' information. It was agreed that Environmental objectives should be included on the strategic plan.The Plan will be reviewed regularly by the Board to ensure that progress is being made.**Marketing Proposal**NL presented his proposal and the importance of marketing individual schools and the CMAT as a whole was agreed, given the significant number of undersubscribed schools in the CMAT.Three options for marketing were explored - employing a marketing and communication lead, commissioning an agency or a hybrid model.The advantages and disadvantages of each option were discussed along with potential costs and it was agreed that a blended model would be the most appropriate. A marketing and communication officer will be appointed by the CMAT who will work alongside an appointed specialist Agency.The following points were noted:1. The person employed must have excellent IT skills and be fully conversant with social media platforms and able to monitor all schools social media output.It will be a fixed term 3 year appointment to allow the impact to be measured.
2. The Agency used must be the right fit for the CMAT with educational/school experience and a willingness to support and promote the Catholic ethos of the schools and CMAT.
3. It was suggested that NL talks to the independent Catholic schools regarding their experience of marketing and agencies.
4. The importance of building relationships with Media outlets was noted.
5. It was noted that 2 of the other CMATs have a marketing and communications officer in place  and there has been a positive impact in numbers, especially in schools that were classed as inadequate or requiring improvement. Communication with media is much improved  and effective.
6. True impact is difficult to measure as there is no knowing what numbers would have been had the marketing person not been in place.
7. Marketing  and communication covers a wide range of activities and it may not be possible to find one person who can cover all areas but the Executive Team are confident that there are areas where they can be supported if necessary.
8. It was acknowledged that it is a major investment but that if it is successful and numbers increase sufficiently there will be a good return on investment. The spend is not currently included in the budgets and therefore it would need to be funded from reserves. MH clarified that the in-year budget will look like it has been overspent. The management accounts will show a separate line showing a designated reserve for marketing which will reduce as spend is incurred.
9. NL to begin recruitment and investigate suitable agencies.

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| **ACTION** | Directors to confirm their attendance on 30/10/21. ALLAdd Environmental objective to plan. NLAmend 8 and 9 to reflect points made. NLKPI's as a whole should be included as an Objective. Meeting KPI's relating to GAG Pooling should also be added.NLtalks to the independent Catholic schools regarding their experience of marketing and agencies. NLNL to begin recruitment and investigate suitable agencies. |
| **DECISION** | It was agreed that Environmental objectives should be included on the strategic plan.it was agreed that KPI's as a whole should be included as an Objective. Meeting KPI's relating to GAG Pooling should also be added.Approve marketing and communication as a CMAT priority and approve blended approach.Approve use of reserves for marketing an communication strategy. |
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| **Agenda Item 8** | **HR and Staffing** |
| **MINUTE** | MR presented an update on HR.1. The Annual Leave Policy and the Support Staff Pay Policy were approved subject to amendments being made to contents pages, definitions to be amended with removal of reference to LGB's and Governors removed and section 9.3 to be added in pay policy. Final version to sent to Clerk for putting onto TG.
2. Absence Policy and Maternity and Paternity Leave policies are still under consultation and will come to  December Board meeting.
3. Covid Guidance has been given to schools .
4. HR are reserving the right to handle some of their case work with virtual meetings.
5. A ' Vacancy Filler' programme has been purchased and will help with strategic guidance and with the routine administration of recruitment.
6. The HR Strategic Plan is being revisited.
7. In the short term until a new HR Manager is employed the HR function will be underresourced. MR and the other CMAT staff will provide support and MR will work from Cossington Office where possible. Schools will all be issued with a Reminder Pack of the main HR processes to help cut down on the number of queries.
8. It was agreed that the HR committee should meet more frequently this year to monitor this transition period.
9. A committee of CMAT Chairs of HR Committees is to be set up and dates will be circulated.
10. The Board expressed their sincere thanks to PC for her contribution to the CMAT, its formation and to the Corpus Christi CMAT prior to STA formation.
11. MD gave an oral report on her meeting with MR. The mental wellbeing of staff was discussed as was the Employee Assistance scheme. Priorities were outlined and included managing staff workload, signing up to a Workload Charter and putting iniiatives in place to support mental health..
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| **ACTION** | The Annual Leave Policy and the Support Staff Pay Policy were approved subject to amendments being made to contents pages, definitions to be amended with removal of reference to LGB's and Governors removed and section 9.3 to be added in pay policy. Final version to sent to Clerk for putting onto TG. MRAbsence Policy and Maternity and Paternity Leave policies to come to December Board meeting. MR |
| **DECISION** | The Annual Leave Policy and the Support Staff Pay Policy were approved subject to amendments being made to contents pages, definitions to be amended with removal of reference to LGB's and Governors removed and section 9.3 to be added in pay policy.HR committee to meet more frequently this year to monitor the transition period. |
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| **Agenda Item 9** | **BREAK** |
| **MINUTE** |  |
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| **Agenda Item 10** | **Catholic Life** |
| **MINUTE** |  The Foundation Stones Programme run by the Diocese (12 one hour on-line sessions) is  open to all staff and governors but it is not compulsory. It is aimed at anyone who wishes to broaden their knowledge of the Catholic Faith. Non- Catholic staff would benefit from attending but also Catholic Staff could use it as an opportunity to reconnect with their faith. It was suggested that parents may find it helpful to attend and NL will discuss this with the Diocese.TS presented the Chaplaincy Action Plan 2021-22.1. Short term plans include supporting schools,  working with the Chaplaincy team including the 2 trainees and with the Eco Leads in schools. The Lourdes Pilgrimage will be promoted and it hoped that now the date falls within term time it will be more popular with Pupils. Fundraising for the pilgrimage is taking place so places can be subsidised. Work continues on establishing how to approach potential larger charitable donors to fund the Catholic Life Hardship Fund.
2. Medium term plans include providing a range of videos to schools to demonstrate good practice in a range of types of prayer to be used as CPD in schools. This is especially important for Early Years and Year 1.
3. Longer term plans include increasing the use of the TrueSpirit website and ensuring school leaders understand the importance of it.

A discussion took place on the Lourdes Pilgrimage and to opening it up to the wider parish.It was noted thatt he Diocesan Youth Service also run pilgrimages which are advertised through the Parish and due to safeguarding issues it would not be possible to open the schools trip wider. It was suggested that a video is taken of the trip which can be used to promote the pilgrimage and could be shown to Primary school pupils.   |
| **ACTION** | Discuss opening Foundation Stones to parents with Diocese. NL |
| **CHALLENGE** | **Who is the Diocesan Foundation Stones aimed at?** |
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| **Agenda Item 11** | **Standards to include safeguarding** |
| **MINUTE** | **Primary**RH presented a report on Primary schools.No SATS had been undertaken but data is based on teacher assessments. Schools have been RAG rated and 4 schools have been identified as Red schools, requiring additional support/monitoring and good provision is in place.In almost all schools Y6 made accelerated progress in reading,writing and maths. However, due to delays in progress in previous years, not all schools made expected progress over time. The major contributor to this is the 2019/20 lockdown but also other slow progress prior to this date.Overall, pupils in Year 4 and 5 made in year accelerated progress. However, this accelerated progress has not satisfactorily narrowed the gap caused by the 2019/20 lockdown. Year 5 will be a new priority with good driven teaching by strong teachers in school.Writing is an area of concern and pupils fell behind especially younger pupils. Gap analysis is being completed. Younger pupils overall had been most affected by lockdown and this will be a priority. National Screening of phonics wll take place in year 2.Next Steps• Full GAPS analysis should take place with a particular focus on writing. Information gathered should be used to inform and update school improvement plans.All schools must now ensure that the full school curriculum is delivered, including for pupils eligible to receive pupil premium and those with SEND. All schools to receive training on ensuring that curriculums are vocabulary rich.• In phonics, track and provide intervention for those Year 2 pupils who did not reach expected standards the previous year.• Both Directors of Performance and Standards to complete joint school reviews of all schools who are likely to be inspected within the next twelve months (22 schools across the CMAT). School reviews will align with a hybrid section 8 Ofsted approach. Feedback letters will be shared via Trust Governor and future school improvement will be tailored to match key priorities. Chairs of governors will be invited to feedback sessions and it was noted that the role of LGB's is likely to be reduced in Ofsted inspections.• Provide ongoing support to ensure that the new EYFS curriculum is fully implemented and continues to be embedded.NQT's have been affected by the restrictions in place and it is acknowledged that there may be gaps in CPD which will need to be picked up. Online mentoring was in place for the second lockdown. All NQT's have been given additional time in their timetable and the Early Careers programme will help Schools are well prepared for Ofsted visits  with the DPS's undertaking deep dives and meeting with students and looking at behaviour, PP and SEND provision. **Secondary**RH presented the attainment 8 and Progress scores. There is generally a stable picture across all 4 schools.Some areas of attainment require further monitoring and there is a need to monitor schools to ensure the validity of English and Maths grades is accurate.A level results are stable. There have been few appeals , on average around 2 per school. Schools are confident they have documentation and evidence in place regarding grades and extensive moderation was undertaken.The PP gap has not worsened but has not narrowed.  A number of specific challenge for 2021-22 Exam Cohorts have been identified including not yet knowing how examinations and assessment will be adapted for 2022 assessments. Students are likely to need significant support- the last external assessments taken by current year 13 students were their SATs in year 6. High quality remote provision reached the vast majority of students in lockdown 2, which means curriculum end points by year group will be reached. However, for many students there is less security and confidence around course content covered during lockdown.• Many students (particularly in City schools) have been impacted by increasing numbers of self-isolation periods.Actions have been identified to address the challenges including  early planning, ensuring that schools use remote learning resources to support independentstudy and revision programmes. Careful focus on use of feedback by students.Disadvantaged students due to complete qualifications will require additional monitoring . Analysis of attendance in remote learning by our secondaries shows that access was lower for some PP students which could have an ongoing impact for these students as they near the end of their qualifications. Careful use of targeted ‘catch-up’ provision will be critical, alongside on-going curriculum development work. Whole CMAT strategic priorities for teaching and learning will be reflected within the teaching and learning conference (November 19th). The focus areas are curriculum sequencing 4-18 and meaningful checks for understanding.QA focus will be heavily linked to approaches aligned to Leverage Leadership approach, with elements of pupil book study process interleaved.Significant focus on vocabulary across schools and within curriculum mapping as key, thiswill be particularly critical for the progress and attainment of most vulnerable, including PP.Prepare for possible disruption by retention and careful management of in-school assessments of qualification years.Schools will need to ensure aspects such as careers strategies which were interrupted by covid are now enacted (particularly meaningful links with workplace). **Catch up Provision** The strategy was noted and the risk of not knowing what the grading distribution will be was noted. If 2019 past rates are used then it would be a challenge for schools and could result in emphasis having to be focused in particular exam years.The DPS's will go through individual school plans for the spending of catch up funding to ensure it is focused in the right areas. It is unclear if any further funding will be available but considered unlikely.**Safeguarding**MG presented her report. She stated that KCSIE documentation had been extensively updated, particularly in respect of sexual abuse and Peer on Peer abuse.Directors (proprietors) should be familar with the document but MUST read sections 2, 3, 4 and 5. The entire document is linked to their TG profile.A key focus of Ofsted is likely to be Peer on Peer abuse.Governors and Directors have strategic leadership responsibility for safeguarding.There is an increasing burden on DSL's in schools and they must be supported. MG is drawing up a document for safeguarding governors  to help them understand their role and how they can support the DSL's.MG to run safeguarding training for directors of all 4 CMATs on 17 November at Mackworth. MG stated that although schools were well prepared for Ofsted in respect of general safeguarding, the area of peer on peer abuse is new and there is still work to be done in this area. It was suggested that a session on preparing the safeguarding link governor for Ofsted be held.A School Charter is being drawn up and will include opportunities for pupils to talk to somebody with any concerns. School Consent Workshops are being considered. The importance of parents in this area was acknowledged and it could be part of the remit of the Communications officer role to emphasis this.  |
| **ACTION** | Directors (proprietors) should be familar with the KCSIE document but MUST read sections 2, 3, 4 and 5. ALLRun a session on preparing the safeguarding link governor for Ofsted. MG |
| **CHALLENGE** | **What support has been in place for NQT's over the past two years?** |
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| **Agenda Item 12** | **LUNCH** |
| **MINUTE** |  |
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| **Agenda Item 13** | **Finance and Estates** |
| **MINUTE** |  MH presented his report.1. Timescales have been  added to the  GAG pooling appeals process. These were approved. It was agreed that the Appeals Process should be amended so that the 2nd stage appeal is heard by a 3 person panel including the Chair. Subject to  this amendment the GAG Pooling policy was approved. It is incorporated within the Financial Procedures and Policy document. Final version to be sent to Clerk for TG.
2. The Financial Procedures and Policies have been updated and the  Board  agreed all changes. Updated Financial Procedures and Policies should be implemented with immediate effect and the Board agreed that relevant staff should be asked to sign the one-page summary.
3. The July Management accounts were noted . Year end accounts could indicate a significant underspend but it should be noted that some of the underspend. will relate to Pupil Premium/Sports Premium and may need to be re-allocated in the new financial year to individual schools.
4. The Teaching school start up grant will be spent in full . Funding is in place for the next three years to cover core costs.
5. A discussion took place on pupil numbers and it was noted that at some schools it may be better to lower the school PAN to make schools more effective. Analysis is ongoing in this area and an application would need to be made to the DfE for any reduction.
6. Internal audit arrangements were discussed. Some schools will be visited in September with others being visited in April 2022.  The standard audit areas were approved  and the Board approved the reappointment of Leicestershire County Council as internal auditors.
7. A discussion took place about accounting for C19 grants. Some challenges exist in allocating grants to staff members time and in ensuring that all funding is allocated correctly and work is ongoing to ensure correct allocation and to ensure all related costs are covered. It was agreed that the Audit and Risk Committee should consider if it wishes to ask internal auditors to look at this area at its November meeting.
8. A number of challenges will be faced in the coming year, including the National Insurance increase, potential changes to SEND funding and potential support staff pay increases being over budgeted percentage.
9. The Lease at Cossington runs out in December 2022. A significant rent increase is expected. Alternatives are being considered.
10. It was noted that the use of reserves for marketing had been approved. There is also the potential to designate more of the reserves for ringfenced purposes, eg IT. The challenge will remain of how these designated reserves are replaced over time. The importance of replacing reserves to keep at an acceptable level,  but also of not keeping too much in reserves that spend in schools is restricted, was acknowledged. A plan must be in place to replace spend from reserves over time.
11. AB reported that the new IT Team had been assessing the IT needs of all the Primary schools. They have highlighted that many of the schools have insecure, slow or  ineffective networks and there is a lack of equipment for teachers. It is important to get a good IT infrastructure in place in case of any additional lockdowns. A full costed proposal will be submitted to the Finance Committee with a request that reserves are used to bring IT up to an acceptable standard in all schools. The Board agreed that spend on IT should be a priority but that it was essential that a plan is in place for how reserves will be replenished and other priorities must also be highlighted . Other options such as leasing should be considered.
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| **ACTION** | Revise GAG Pooling appeal process for panel to hear stage 2 appeal. Update Financial Procedures document and send to Clerk. MHConsider adding C19 funding allocation to internal auditors remit at November A&R Committee.IT proposal to go to Finance Committee. AB |
| **DECISION** | GAG Pooling Appeals Policy(within Financial Procedures document)approved , subject to amendment to panel hearing stage 2 appeal.The Board agreed all changes to the updated Financial Procedures and Policies should be implemented with immediate effect and the Board agreed that relevant staff should be asked to sign the one-page summary.he standard audit areas were approved and the Board approved the reappointment of Leicestershire County Council as internal auditors.The Board agreed that spend on IT should be a priority but that it was essential that a plan is in place for how reserves will be replenished and other priorities must also be highlighted . |
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| **Agenda Item 14** | **Next Meeting** |
| **MINUTE** |  13 December 2021 at 4pmAdditional HR Committee meeting 14/10/21 at 4pm (virtual). |
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| **Agenda Item 15** | **Closing Prayer** |
| **MINUTE** |  The meeting closed with a prayer. |
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| **Governor Agreed Actions set during this meeting:** 0 |

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Top of Form

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| STA Board and committees   *dated:*  09/09/2021 |
|  Minutes approved by Jennifer Barnacle                                  |

Bottom of Form |