

STA Board Minutes 15/09/2022

▶ Cossington ▶ Thursday, September 15, 2022 ▶ 9am ▶ Chair: Sarah Noon ▶ Clerk: Jennifer Barnacle

FINAL: The minutes are confirmed and locked.

Governors Attending:	> Maria Jane, Brian Underwood, Terry Smith, Sarah Noon, Immaculate Wilson-MbahMary Mihovilovic,
Governors Apologies:	>Raphael Imoni, Christopher Reynolds
Non Governors Attending:	>Jennifer Barnacle, Marcella Gillespie, Neil Lockyer, Mary Robson, Tom Shannon, Ruth Hurcombe, Kim Frith, Antoinette Bouwens
Non Governors Apologies:	>Ruth Elmore

Agenda Item 1	▶ Welcome & Prayer
MINUTE	<p>The Chair welcomed all to the meeting and introduced new Foundation Governor, Immaculate Wilson-Mbah. Introductions were made.</p> <p>The meeting started with a prayer.</p>
Agenda Item 2	▶ Minutes of last meeting , matters arising and conflicts of interest and business and pecuniary interests
MINUTE	<p>The minutes of the last meeting were approved.</p> <p>There were no declarations of interest for the purpose of this meeting. SN stated that she is acting as Chair at St Ralph Sherwin CMAT but this is intended to be a temporary appointment.</p> <p>Matters arising</p> <p>Kay Shepherd will be invited to present plans for year 2 of the training school to the July Board.DEFERRED TO DEC BOARD Directors to consider their membership of committees. New Finance Committee member needed. Membership to be confirmed at Sept Board. Work is ongoing to source a director with Finance experience but until they are in place a temporary member for the Finance Committee is needed. It was agreed that Maria Jane will join the Finance and Estates Committee on a temporary basis. Immaculate Wilson- Mbah agreed to join the HR committee and Catholic Life Committee. Terry Smith agreed to join the Pay Review Committee.</p> <p>The membership of committees was approved:-</p> <p style="padding-left: 40px;">Audit and Risk: SN , TS, BU Catholic Life: RI, SN, IWM and MJ HR: SN, MM, IWM and BU Standards: CR, BU, SN, MJ Finance: TS, SN, MJ Pay Review: CR, BU and TS</p> <p>Implement CMAT email addresses from start of term . Put on agenda for Chairs Symposia. Chairs and Heads aware. All directors to use CMAT addresses with immediate effect and change TG to reflect this. IT help available. Submit budget. MH DONE HR committee to consider staff survey. SEE 8 Safeguarding/KCSIE training for directors to be arranged. MG Arranged for 7/10/22 by Teams. To be recorded for those who cant attend.</p>

	Implement Allegation procedures and sharepoint digital forms as soon as possible. MG See 5 The code of conduct for staff will be circulated to Directors for approval. JB DONE . APPROVED 18/8/22 Amend Modern slavery statement to refer to 23 schools . AB Done.
ACTION	Invite Kay Shepherd to Dec Board. NL All directors to use CMAT addresses with immediate effect and change TG to reflect this. ALL
DECISION	It was agreed that Maria Jane will join the Finance and Estates Committee . Immaculate Wilson- Mbah agreed to join the HR committee and Catholic Life Committee. Terry Smith agreed to join the Pay Review Committee.
Agenda Item 3	Legal & Regulatory
MINUTE	<ul style="list-style-type: none"> • Appointment of Trust Chair and Vice Chair . SN was unanimously appointed as Trust Chair and CR was unanimously appointed as Vice Chair for 2022-23. • Appointment of committees See 2 • Approval of delegation of authority to NL and MH to sign contracts, budgets, documents etc where appropriate, on behalf of the Board for 2022-23 financial year. Copy of any signed documents to always be sent to SN for noting. Approved • Receive and adopt scheme of delegation Approved and adopted • Receive and adopt terms of committees Approved and adopted • Receive and adopt Codes of conduct for directors and governors (approved by email 30/8/22) • Profiles on TG Go to Governor Tab at top of page. My profile. Edit my profile (pencil icon) (left hand side of page) Please enter/update details. Complete your business interests/conflicts of interest and non pecuniary interests. There is guidance to read on TG regarding this (click the blue Aquinas CMAT link) and you also need to tick to say you have read it in both sections. Click on and read guidance on various areas of governance as appropriate (Eligibility/code of conduct/Keeping Children Safe/ Prevent and Safeguarding) . Click the box to say you have read. Once complete press UPDATE. We recognise that the KCSIE document is a lengthy document and so we have highlighted the main areas for reading: Directors should read Part 2 as a minimum , Part 3 for those involved in recruitment, Part 5 to be aware of the issues around Peer-on-Peer abuse and Annex A • The Board approved the following Clerk appointments - Jo Williams at St Peters ES ,St Peters Hinckley(From L1) and Bishop Ellis. Work is ongoing to move all all clerks onto STA payroll. • Weekly bulletin to be sent to all Board members.
ACTION	All governors to update TG profiles (inc change to CMAT email address).
DECISION	SN was unanimously appointed as Trust Chair and CR was unanimously appointed as Vice Chair for 2022-23. Membership of committees noted and approved. Approval of delegation of authority to NL and MH to sign contracts, budgets, documents etc where appropriate, on behalf of the Board for 2022-23 financial year Received and adopted scheme of delegation Received and adopted terms of committees Received and adopted Codes of conduct for directors and governors The Board approved the following Clerk appointments - Jo Williams at St Peters ES ,St Peters Hinckley(From L1) and Bishop Ellis.
Agenda Item 4	Update on Summer activities
MINUTE	NL gave an update on summer activities. <ul style="list-style-type: none"> • Work has been ongoing on the strategic plan. • An early stage document re potential premises for the central team has been drawn up and will be shared when further work has been undertaken.

	<ul style="list-style-type: none"> Work has been taking place on school buildings over the holidays. Some larger projects have been started and remain ongoing , including roof and toilet block at De Lisle, ARC refurbishment at HC Leic (space to be used for teaching small groups), CTK windows and the car park at St Martins.
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Agenda Item 5	Safeguarding
MINUTE	<ol style="list-style-type: none"> The Low Level Concerns policy was presented and reviewed. Some amendments have been identified by MG and will be amended. It was agreed that it would be useful to have an executive summary of the policy and MG will action this. The Board welcomed the policy and acknowledged the importance of reporting and documentation of such concerns. All concerns that are reported will be kept digitally and held by the Headteacher. The policy will be presented to unions for their information on 16/9/22 . It was noted that the policy will need adapting to suit the individual circumstances of each CMAT. The template policy was approved for adaptation and a final version will come to the Board for adoption at a later date. The policy will be implemented as soon as possible. The updated STA safeguarding allegations policy was reviewed and approved. Lessons learned from previous safeguarding cases been taken into account when drawing up policies where necessary.
ACTION	MG to do executive summary of Low Levels Concerns policy. Amend Low levels concerns policy and final policy to come to Board for approval in December. MG/MR
DECISION	The template Low Level Concerns policy was approved for CMAT adaptation and a final version will come to the Board for adoption at a later date. he updated STA safeguarding allegations policy was reviewed and approved.
CHALLENGE	Who will keep reports of low level concerns? See 1 Have lessons learned from previous cases been taken into account when drawing up policies? See 3
Agenda Item 6	CMAT mission statement/vision
MINUTE	<p>NL presented the CMAT Vision. It was devised in 2018 and updated in 2021. Directors considered the vision and suggested the following amendments:-</p> <ul style="list-style-type: none"> Add 'no-one pre-judged on their personal level of need' to equality for all section. Amend 'Research based practice' to Evidence informed' Remove 'of' after encouraging in Catholic Life section. In Catholic Life section add ' Encourage Young People to be empathetic and outward facing members of their community' In Catholic Life section change 'accepting' to 'welcoming'. <p>Revised document to be sent to Directors and shared with heads.</p>
ACTION	Amend CMAT vision statement and send revised document to Directors and share with heads. NL
Agenda Item 7	Strategic Plan
MINUTE	<p>NL presented the strategic plan which has been updated since last reviewed in July.</p> <p>There are 4 categories of objectives - Catholic Life, Pupils, Staff and Organisational. Key actions have been identified. Committees should review the relevant sections of the plan to see what progress is being made on key actions. It was agreed that a specific issue should be put in regarding IT .</p>
ACTION	Insert IT as a specific key strategic issue in plan.
Agenda Item 8	HR and Staffing

MR presented the HR report.

1. It was noted that KCSIE states that, as part of the shortlisting process schools and colleges should consider carrying out an online search as part of their due diligence on the shortlisted candidates. This may help identify any incidents or issues that have happened, and are publicly available online, which the school or college might want to explore with the applicant at interview. The Diocesan Data Protection Officer has serious concerns regarding the implications of this process. Specifically, in terms of holding personal (and possibly sensitive data) on candidates who are not subsequently appointed. He has proposed that from a data protection perspective a more appropriate route would be to make this a condition of employment and carry out the checks following the conditional offer only. This could then be carried out in the same way as a DBS, with a subsequent conversation and risk assessment taking place as required. This approach would also be more efficient in terms of workload of HR Teams. The Board agreed with this approach and approve that an online check, in line with Keeping Children Safe in Education 2022, is carried out on all successful candidates as a condition of their employment. Websites and documents will be amended to reflect this change.
2. The HR team will carry out the checks and key words including previous names will be searched. If clarification of any results is needed they can be discussed with the candidate. The check will be used as part of the triangulation of other checks that are carried out eg DBS, in order to inform decision making. DBS checks are carried out on existing staff and if they are subsequently convicted of a criminal offence the police inform the CMAT. All staff have to complete an annual code of conduct statement which includes a declaration re criminal offences. It was noted that police would not inform us re criminal offences of any volunteers but they are subject to DBS checks every 4 years.
3. The Supreme Court has ruled that part-year workers are entitled to the same holiday entitlement as their year-round part-time or full-time colleagues. The CMAT needs to ensure that holiday pay is being paid at the right accrual rate with effect from September 2022, be this on an annual basis or through "rolled up holiday pay". It is possible that we will receive requests, individually or collectively for back pay. and work is ongoing to ascertain the scale of the issue and to cost it. MR to work with the Head of Payroll to come up with further proposals for consideration and to talk informally to the Trade Unions to see what their position is likely to be. Work is ongoing to ensure that all our employees are contracted appropriately. MR is also working with the FDs on some guidance to control the amount of overtime and additional hours that are being worked by support staff. The Board noted the situation and requested regular updates. It is important that staff understand that the CMAT are trying to address the issue.
4. The proposed teachers pay increase for 2022-23 is 5% and this is out for consultation. The budget had assumed 3%. The Board agree to accepting the pay award of 5% in principle. Final approval to be given by email once the negotiations have concluded.
5. The support staff proposal is with effect from 1 April 2022, an increase of £1,925 on all NJC pay points 1 and above (to point 49), with effect from 1 April 2022, an increase of 4.04 per cent on all allowances, with effect from 1 April 2023, an increase of one day to all employees' annual leave entitlement, with effect from 1 April 2023, the deletion of pay point 1 from the NJC pay spine. Negotiations continue. The Board agree to accepting the support staff pay award in principle. Final approval to be given by email once the negotiations have concluded. Concerns were expressed about the length of time that this pay award is taking to approve. MR stated that efforts are being made to get it settled as soon as possible and it will be backdated. Efforts are being made to explore if it could be paid in October 2022 even if not formally agreed with a commitment to pay any additional sums as soon as negotiations have concluded.
6. The implementation of itrent, the new HR/payroll system continues in line with the project plan and should be in place for the November payroll. The two systems will run in parallel for a while.
7. It was noted that the HR team is still underresourced. Efforts continue to recruit an HR advisor and a trainee HR position is being currently advertised.
8. There are no HR policies for approval presented. However, final versions of the following policies will be presented to the meeting with trade unions on 16 September 2022. - Redundancy and Restructuring Policy., Capability Policy. and Appeals Procedure.
9. The results of the staff survey were noted. Catholic Life scores highly and happiness at work is relatively high. There was a greater number of returns this time and work continues on ascertaining the best time to conduct the survey. The main issues relate to workload, time, volume of work etc. The survey indicates that more staff are considering resigning and this is a national trend. The split is fairly equal between teachers and support staff. Further research and analysis is needed into some areas of the survey. It was noted that the survey had been carried out in all of the CMAT's and trends were the same for all of the Trusts. In respect to the data about bullying at work it was agreed that this must be investigated further

MINUTE

	<p>and the movement over time should be monitored and reported back to the HR committee. An action plan has been drawn up to address issues raised in the survey .</p> <p>10. It was noted that an employment tribunal will take place . The provisional date for this is 30/11, but this may be delayed if more time is needed by either party.</p> <p>11. An additional HR Committee will be arranged to review the staff survey action plan.</p>
ACTION	<p>Websites and documents will be amended to reflect the online search requirement. MR</p> <p>Final approval to the pay award for teachers and support staff to be given by email once the negotiations have concluded. MR</p> <p>Arrange additional HR Committee. MR/KF</p>
DECISION	<p>The Board agreed that that an online check, in line with Keeping Children Safe in Education 2022, is carried out on all successful candidates as a condition of their employment, rather than on all shortlisted candidates.</p> <p>The Board agree to accepting the teachers pay award of 5% in principle. Final approval to be given by email once the negotiations have concluded.</p> <p>The Board agree to accepting the support staff pay award in principle. Final approval to be given by email once the negotiations have concluded.</p>
CHALLENGE	<p>Who will complete the online checks and how can you be certain that everything is picked up and that the information is on the correct person? Are checks done for staff already employed and volunteers? See 2</p>
Agenda Item 9	<p>▶ BREAK</p>
MINUTE	
Agenda Item 10	<p>▶ Catholic Life</p>
MINUTE	<p>TS presented his report and strategic chaplaincy plan.</p> <ol style="list-style-type: none"> 1. The chaplaincy team in schools are working well and the team are expanding. Work is ongoing to deliver more events for the whole CMAT. 2. Work is being done to look at opportunities to increase student leadership. 3. Environmental work is ongoing and the Eco Schools have been very successful. A letter of congratulations had been received from the Deputy Mayor and will be celebrated by the marketing team. The success of the Eco schools will be built on and developed into our own environmental approach tied in with theology. 4. The new CSI framework is in place and is much more stringent. Results from recent inspections had been very pleasing. 5. A number of schools have been identified as needing additional support and monitoring. 6. It was agreed that it would be helpful for governors to be aware of the Collective Worship progression document and monitoring it. TS will put some guidance and sample questions together for the next Chairs Symposium and governors will also be made aware of the annual planner. 7. The evaluation and monitoring of collective worship in secondary schools is an area for development and the Lead Lay Chaplain is working on this. 8. Chaplains will be trained so that they can report back to the LLC on evaluation and monitoring. It was agreed that it would be useful for evaluation and monitoring to be reflected in LGB minutes and it was suggested that the Headteachers report could reflect this. SN to discuss implementation of this with NL. 9. The annual planner was noted. There is more focus on CMAT wide events and linking celebrations of school feast days. The CMAT feast day will be a week long celebration of activities and there will be a live streamed Mass. There is space within the planner for schools to insert their own events.
ACTION	<p>TS will put some guidance and sample questions together re the Collective Worship progression document for the next Chairs Symposium in December.</p> <p>SN to discuss inclusion of evaluation and monitoring of collective worship within the headteachers report with NL.</p>
CHALLENGE	<p>Are governors aware of the Collective Worship progression document and monitoring it? See 6</p>
Agenda Item 11	<p>▶ Standards</p>

RH presented the report into primary and secondary results.

Primary

1. Overall SAT results were very pleasing, with all schools increasing their progress on 2019. No progress data will be published this year but data will be shared with Ofsted.
2. Schools that will require additional support have been identified as Red and Amber schools. The concerns and issues at these schools were noted alongside support that will be put in place.
3. Writing will be a focus in schools in 2022-23. A number of strategies are in place and the Writing Lead at St Josephs Market Harborough will lead moderation across the CMAT. Writing had been particularly impacted by lockdown, particularly the ability to write at length. Standards for writing are rigorous and it is internally assessed. Where there are clear strategies for writing there is good progress.
4. It was noted that at some schools attainment was lower but progress was higher, and in some cases, much higher than in 2019.
5. Last year, year 5 (now year 6) were a concern. They had been impacted by being in lockdown in years 3 and 4 and they will need additional support and tutoring this year which will be paid for through catch up funding.
6. A school review will be undertaken for every school by the DPS's.

Secondary

1. Overall, the CMAT is slightly above the Fisher Family Trust (FFT) national average for basic measures. Some of the individual schools are well above the national average whilst others are below at either 4+ or 5+ English and Maths basic measures (or both).
2. The differences between the percentages achieving 4+ and 5+ at schools can be explained by some schools putting much emphasis on English/Maths to ensure that pupils gained a level 4. Some schools focused on getting borderline 4 pupils to achieve a 5.
3. The attainment 8 data was noted and there has been good progress at schools. The attainment at one school is a cause of concern as it could be due just to the uplift of marks. This will be monitored.
4. It was noted that English Martyrs had been impacted by having to lockdown more than other schools in years 9 and 10. St Martins data is impacted by pupils sitting RE in year 10, which is not counted in the data.
5. Progress 8 data was noted. There has been some good progress made and the trend is generally upwards.
6. Pupil Premium progress was noted. There has been some strong progress but there is still some work to be done.
7. A common test was done in English and Maths in year 7 and 8 to see if any patterns could be identified regarding effectiveness of strategies used. No particular patterns were identified. Some lessons were learned regarding how the test was carried out and it will be adapted going forward.

Post 16

1. No data will be published. However, the results of pupils at all levels will be celebrated on social media, websites etc to help with recruitment at primary, secondary and Post 16 level.
2. Overall, results have been pleasing. Students had been nervous about their exams having not sat their GCSE's.
3. Some schools and subjects have been identified as needing support.
4. Recruitment for 6th forms remains a concern and it is hoped that marketing will help in this area.
5. DfE have agreed T level funding support at De Lisle.
6. The removal of grade uplift in 2022-23 is going to give rise to a number of challenges, and some subjects will be particularly affected as highlighted by the FFT infographic. Staff will need to be tentative with their grade predictions and staff must be made aware of the challenges ahead for both GCSE and A levels. The DPS is working with schools on their vulnerable subjects.

MINUTE

CHALLENGE

Why have writing standards dropped? See P3

Why is there such a difference between 4+ and 5+ percentages at some schools? See S2

Agenda Item 12	▶ LUNCH
MINUTE	
Agenda Item 13	▶ Finance and Estates
MINUTE	<p>MH presented the Finance report:-</p> <ol style="list-style-type: none"> 1. The Academy Trust handbook was noted. It is reviewed annually and some minor clarifications have been made. 2. The amendments to the Trust Financial Procedures and Policies were noted. The Board agreed to the minor amendments to the September 2022 Financial Procedures and Policies. 3. The Board noted and agreed to the related party transactions listed in Annex 1 of the FD report, and agreed that the conditions outlined have been met for each transaction. It was noted that the Annex required updating to take account of a change in membership (D Lawes has resigned and Fr P Chipchase has been appointed). 4. The Board noted the July 2022 management accounts. August 2022 accounts will remain open for some time to allow for all year end transactions and accruals to be processed. Discussion took place regarding the format as it was not easy to get individual school information to inform decision making. MH will review the format from September 2022 . It was noted that the Headteacher oversight committee looks at individual school accounts in detail. It was noted that pooling makes individual school accounts less relevant but it was acknowledged that some schools require extensive financial support. 5. It was noted that some grants received have not been spent in full. Some LGB's have overspent their budget. MH stated that when budgets are set it is often not known what grants will be received or what expenditure will occur . Local budgets are set and schools are informed to remain within budget where possible. A review is carried out at the year end to look at spend profile and to identify any patterns and to establish if budget distribution is accurate. 2021-22 was the first year of pooling and a cautious , softer approach had been taken regarding spend profiles. 6. It was noted that budgets are very tight , with utility and staffing costs particularly high and increasing. Headteacher reports are being refined so that there is greater clarity of financial situation every month. System controls and authorisation limits can be changed for individual schools to control spend. The first meeting with Heads will be taking place shortly and they will be informed of the concerning financial position, increasing costs and the impact that this is going to have on school budgets. so that the rationale behind decision making is clearer. 7. Some grants have been underspent and some sums have been clawed back. An example is tuition grants which were hard to access and the needs of the school were met by other funding sources resulting in the funding not being utilised. For some grants the administration needed to utilise it would make the grant uneconomical. At some schools PP is underspent but MH is carrying out work on the budgets and there may be a reallocation of funding necessary to reflect use better. Some grants will be carried forward to future years if not spent at the year end. The schools networks will be asked to look at how grant funding could be used in schools and good financial management practices and structures can be shared. 8. Some schools are working within national parameters but particularly in primary schools there are many schools over the National average for KPI's, particularly staff parameters and leadership pay. It was noted that many schools have staff that have been in place a long time and are on upper pay scales. It was acknowledged that at many schools the staffing budget is unsustainable and is the only area where significant savings can be made. Whenever a higher pay level teacher leaves then lower pay level teachers will be targetted in recruitment but it was acknowledged that this is not always possible to recruit in this way, Chairs and Heads have been informed that the CMAT is relying on reserves this year and next year but savings must be made longer term. Restructuring would be a last resort. 9. The Board signed off the Trust's budget for 2022/23 at the July meeting with a £661,000 in year deficit. It has been subsequently amended to reflect the higher pay increase proposals for both teachers and support staff. Overall, the Trust's in-year 2022/23 deficit could increase to around £1.87 million. On 8th September, the Government announced there will be support for energy costs from 1 October for a 6-month period but it is unclear how this will affect organisations like our own on a fixed term tariff. Work is ongoing to address the budget pressures including working with primary schools on staffing models and metrics, although it was acknowledged that the larger savings (from non-replacement of staff) will not be possible until the 2023/24 financial year. We have engaged the services of a specialist

consultant to help review all our Secondary Schools (due to being much more complex than a Primary School). The consultant will be meeting with schools individually in October, and following the review of data/school context, we will receive a report with suggestions of what could be changed to help bring the schools in line with the metrics/benchmarks. All Headteachers have been made aware of the significant financial pressure, but also that due to prudent financial management our reserves are strong enough to not require urgent re-structures or cuts to budgets. Headteachers have been asked to: not ask to replace staff unless essential, not spend on resources unless essential and to consider how to reduce energy use. A virtual meeting has also been set up with all Senior Leaders across the Trust to share the financial message so that all key decision makers/spenders are clear on the financial challenge, and that every effort needs to be made to spend money wisely. We are also being clear that the Trust's financial position has been strong and as such there will not be the need for immediate staff re-structures. The Marketing Manager is also working with schools (where pupil numbers could be higher) on plans that will hopefully result in more children in our schools from 2023/24. If we can recruit more pupils, it will reduce the amount of savings needed. The Board agreed to use reserves to cover the unplanned increases to staffing costs and confirmed that it is satisfied with the actions that are being taken to reduce costs. MH stated that the baseline reserve is set at 18 days and if this finances came close to this MH would immediately report back to the Board. The consultant report will be available in November and December and an additional Finance Committee may need to be arranged to review this.

AB presented the Business Services Report.

1. All schools are now on the same IT platform and this is leading to more effective working.
2. A number of insurance claims have been made to cover storm damage, power surge, water leaks etc.
3. Seven incidents were reported to RIDDOR in the Pentecost term. There is no further action to report.
4. The increasing number of freedom of information and Subject Access Requests were noted. These are time consuming. School staff are continuing to be trained so they can complete them.

ACTION Annex to be updated to take account of a change in membership. MH
MH will review the management account format from September 2022 .

DECISION The Board agreed to the minor amendments to the September 2022 Financial Procedures and Policies. The Board agreed to the related party transactions listed in Annex 1 of the FD report, and agreed that the conditions outlined have been met for each transaction.
The Board agreed to use reserves to cover the unplanned increases to staffing costs and confirmed that it is satisfied with the actions that are being taken to reduce costs.

CHALLENGE **What can be done to control budget overspends? See 6**
Why are some grants underspent? What can be done to prevent this? Can schools with capacity look at how grants can be fully spent? See 7
Why are some KPI's not being met? See 8

Agenda Item 14  **Next Meeting**

Board - all at 4pm

15/12/22
30/3/23
11/7/23

MINUTE Committees :

10 Jan 2023 Cath Life 1.30pm HR 4pm
11 Jan 2023 Standards 1.30
7 Feb 2023 Finance 4pm

18 Apr 2023 Cath Life 1.30pm HR 4pm
19Apr 2023 Standards 1.30 Finance 4pm

Additional Finance 15/6/23 (2pm)

A&R 28/11/22, 2/3/23 and 15/6/23 all at 4pm

Agenda Item
15

▶ Closing Prayer

MINUTE

The meeting closed with a prayer.

Governor Agreed Actions set during this meeting: 0

STA Board and Committees *dated: 15/09/2022*
Minutes approved by Jennifer Barnacle