

## STA Board Minutes 19/12/2022

▶ Cossington ▶ Monday, December 19, 2022 ▶ 2.00pm ▶ Chair: Sarah Noon ▶ Clerk: Jennifer Barnacle



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

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| Governors Attending:     | >Maria Jane, Brian Underwood, Sarah Noon, Mary Mihovilovic, FR Raphael Imoni, Christopher Reynolds, Terry Smith   |
| Governors Apologies:     | >Immaculate Wilson- Mbah  |
| Non Governors Attending: | >Jennifer Barnacle, Neil Lockyer, Marcella Gillespie, Mary Robson, Kim Frith, Antoinette Bouwens, Ruth Elmore, Ruth Hurcombe, Tom Shannon , Kay Shepherd(item 5 only) |
| Non Governors Apologies: | >Mike Hobbs   |

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| <b>Agenda Item 1</b> | ▶ <b>Welcome and opening prayer</b>  |
| <b>MINUTE</b>        | The meeting opened with a prayer.  |
| <b>Agenda Item 2</b> | ▶ <b>Minutes of last meeting, matters arising, conflicts of interests, and business and pecuniary interests</b>  |
| <b>MINUTE</b>        | <p>The minutes of the last meeting were approved.</p> <p>There were no declarations of interest for the purpose of this meeting.</p> <p><b>Matters arising</b></p> <p>All directors to use CMAT addresses with immediate effect and change TG to reflect this. ALL <b>Done</b><br/>           All governors to update TG profiles (inc change to CMAT email address). <b>MM to update Declaration of interest and TS to complete all.</b><br/>           MG to do executive summary of Low Levels Concerns policy. <b>Agreed that the issue is to important to summarise.</b><br/>           Amend Low levels concerns policy and final policy to come to Board for approval in December. MG/MR <b>See 9</b><br/>           Amend CMAT vision statement and send revised document to Directors and share with heads. NL <b>Done</b><br/>           Insert IT as a specific key strategic issue in strategic plan. NL <b>Done</b><br/>           Websites and documents will be amended to reflect the online search requirement. MR <b>Done</b><br/>           Final approval to the pay award for teachers and support staff to be given by email once the negotiations have concluded. MR <b>Done</b><br/>           Arrange additional HR Committee. MR/KF <b>Done</b><br/>           TS will put some guidance and sample questions together re the Collective Worship progression document for the next Chairs Symposium in December. <b>Outstanding</b><br/>           SN to discuss inclusion of evaluation and monitoring of collective worship within the headteachers report with NL. <b>Ongoing</b><br/>           Related Parties transactions Annex to be updated to take account of a change in membership. MH <b>Done</b><br/>           MH will review the management account format from September 2022 <b>Done</b></p> |
| <b>ACTION</b>        | <p>MM to update Declaration of interest and TS to complete all of TG profile.</p> <p>TS will put some guidance and sample questions together re the Collective Worship progression document for the next Chairs Symposium</p>  |
| <b>Agenda Item 3</b> | ▶ <b>Governance and Correspondence</b>   |
| <b>MINUTE</b>        | <p>The Board noted and approved the change of Chair at English Martyrs Leicester (Paul Lazarus in place of Bernadette Mulligan-Cant)._</p> <p>The following items had been approve by email since the last Board meeting:</p>  |

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|                      | <ul style="list-style-type: none"> <li>• Teachers Pay Uplift</li> <li>• Support Staff Pay proposal</li> <li>• CEO Pay Progression decision following performance management review</li> </ul>   |
| <b>DECISION</b>      | <p>The Board noted and approved the change of Chair at English Martyrs Leicester (Paul Lazarus in place of Bernadette Mulligan-Cant)._</p> <p>The following items had been approve by email since the last Board meeting:<br/> Teachers Pay Uplift<br/> Support Staff Pay proposal<br/> CEO Pay Progression decision followingg performance management review</p>   |
| <b>Agenda Item 4</b> | <b>▶ Legal and Regulatory</b>   |
| <b>MINUTE</b>        | The Board noted and adopted the Environmental Statement and Memorandum of Understanding (Pensions and Payroll).   |
| <b>DECISION</b>      | The Board noted and adopted the Environmental Statement and Memorandum of Understanding (Pensions and Payroll).   |
| <b>Agenda Item 5</b> | <b>▶ Teaching School presentation</b>   |
| <b>MINUTE</b>        | <p>Kay Shepherd gave a presentation on the Teaching school.</p> <ol style="list-style-type: none"> <li>1. The teaching school hub has been running for 18 months and trains all teachers from early years to 6th form. It covers most of the East Midlands.</li> <li>2. It has worked with 1637 teachers across 300 schools on NPQ ( National Professional Qualifications) and ECF ( Early Career Framework) programmes, impacting on around 50,000 pupils. It is one of the largest providers of NPQ's nationally.</li> <li>3. It offers an Early Headship Coaching and networking programme.</li> <li>4. Going forward, the hub will continue to offer ECF and NPQ training through the Ambition Institute, it will streamline the CPD offer and in January 2023 it will launch a SEND and Inclusion Hub. In September 2023, it will launch the first Initial Teach Training cohort with Teach First..</li> <li>5. The SEND Inclusion Hub will include SEND 101, bespoke support, SEND in the classroom, community forums and leading in SEND and inclusion.</li> <li>6. From September 2023, Initial Teacher Training with Teach First will be done for primary schools and for english and maths in secondary schools. Recruitment has begun. The first cohort is likely to be fairly small.</li> <li>7. The funding for the hub was for 3 years and there is no indication yet if it will continue after that. However the feedback has been very positive and the hub is having an impact and it is hoped that further funding will be secured. The hub has had a major impact on the reputation of the CMAT and has helped with recruitment and it is likely that ,even if no further funding is secured after 3 years, that elements of the programme will continue because of the impact on schools in the CMAT.</li> <li>8. Termly reports are issued to the DfE. Lead Providers are Ofsted inspected. The Strategic Board, which NL and RH attend, look at KPI's etc.</li> </ol> |
| <b>CHALLENGE</b>     | <b>What reports do you issue to funding body? See 8</b>   |
| <b>Agenda Item 6</b> | <b>▶ CMAT Parent Survey</b>   |
| <b>MINUTE</b>        | <p>The report on the parent survey was noted.</p> <p>This was conducted CMAT wide in November 2022. There were 706 responses.</p> <p>A few schools had a very low response rate from the parents.</p> <p>Community, Catholic Life, behaviour, learning and engagement all scored very strongly in the survey.</p>   |

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|                      | <p>It was noted that a bigger data set is needed to draw a meaningful conclusion and response. No particular patterns were identified and no school caused any concerns.</p> <p>A synopsis of responses will be sent to the individual schools.</p> <p>Any individual staff that were mentioned positively (322) will be emailed individually by NL.</p> <p>The survey will be redone in November 2023 and schools will be encouraged to promote it more to get a better response rate and to ensure it does not clash with any survey that they themselves conduct.</p>  |
| <b>CHALLENGE</b>     | <b>Were any patterns noted in the survey or any major concerns identified?</b>  |
| <b>Agenda Item 7</b> | <b>▶ CMAT Risk Register</b>   |
| <b>MINUTE</b>        | <p>Committees are reviewing sections of the Risk Register at their committee meetings.</p> <p>Recruitment remains a RED issue.</p>  |
| <b>Agenda Item 8</b> | <b>▶ Catholic Life and Chaplaincy</b>   |
| <b>MINUTE</b>        | <p>TS presented the chaplaincy report and the strategic and chaplaincy action plan. The 8 aims and progress made were noted.</p> <p>The Chaplaincy apprentices are doing well and next academic year will be ready to take over 4 primary schools each. There are still some gaps in chaplaincy provision in primary schools and work continues on how to fill these gaps. A new chaplaincy apprentice will be recruited next year.</p> <p>TS has previously asked the Diocese if they could help with accommodation for apprentices but they had been unable to help. However there is a possibility that a chaplaincy base could be established and talks continue with a Parish Priest.</p> <p>Two travelling cribs have been going round the CMAT schools along with associated resources. The aim is to increase the sense of community within the CMAT. It has been well received.</p> <p>The next Lourdes trip will be in 2024. Because of safeguarding issues, parishes that don't have a link with schools cannot be invited to join the CMAT Lourdes trip. The Youth Service could offer trips to these Parishes.</p> <p>De Lisle chaplaincy provision is much improved. The Chaplain has undertaken a student voice and results were very positive and there has been a significant change in opinions. Engagement has improved. Prayer sessions and feedback are very positive. There is a good sense of belonging and non-catholics have highlighted their positive experience. It was agreed that this information would be useful to share with the wider community and TS stated that it will form part of the evaluation.</p> <p>The Catholic Young Leadership programme plans continue. Pupils will be drawn from existing groups eg Eco Groups. They will be from years 5 and 6 and secondary schools and will look at different areas of Catholic Life. Linkage with CAFOD is being explored.</p> <p>The Board asked that future Catholic Life Chaplaincy reports give examples of impacts and a summary of any issues in schools. In addition the 8 aims should be linked to the CSI inspection framework.</p> |
| <b>ACTION</b>        | Catholic Life Chaplaincy reports to give examples of impacts and a summary of any issues in schools. In addition the 8 aims should be linked to the CSI inspection framework. TS  |
| <b>CHALLENGE</b>     | <b>Are the Diocese able to offer any accommodation for the apprentices?<br/>Could parishes that don't have a link with schools be invited to join the Lourdes trip?<br/>What progress has been made at De Lisle in respect of chaplaincy provision?</b>   |
| <b>Agenda Item 9</b> | <b>▶ Safeguarding</b>   |
| <b>MINUTE</b>        | MG presented the safeguarding report. It was noted that due to a technical issue the data in the report is for 19 schools only. Full data will be available in January.   |

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|                       | <ol style="list-style-type: none"> <li>1. Mental Health of children continues to be a major concern. There remains a big waiting list to access support. The CMAT is aiming to train a senior Mental Health Lead in every school. One secondary school has employed a specific mental health lead. Many pupils are still unable to access the help they need, including GP referrals. The CMAT needs to ensure staff look out for mental health issues, recognise that these can be safeguarding issues and record them in CPOMS if appropriate. MG will detail what we offer at present in terms of support.</li> <li>2. Physical intervention is undertaken when there is a danger of harm to pupils or staff or damage to property. Staff undertake Team Teach to learn how to deescalate serious issues and restrain if necessary.</li> <li>3. The serious case study was noted. The school had performed very well and has been praised by the police for their handling of the issue. It is believed that the school could not have done anything more and had picked up on the concerns immediately and referred them to the correct authorities.</li> <li>4. The Low level concerns policy was approved, subject to Trustee being changed to Director and SN to be included in the grid in 3.2. Final version to be sent to Clerk. Review to be done December 2024. <b>Post meeting note: Amended</b></li> <li>5. A letter from the DfE about a safeguarding complaint at one of the secondary schools had been received. They had requested information about training and policies and this had been provided alongside a report by MG. The DfE have indicated that they are satisfied with this and have no further concerns.</li> </ol> |
| <b>ACTION</b>         | MG to detail what we offer at present in terms of mental health support. Amend Low levels Concern Policy and send final version to Clerk. Done  |
| <b>DECISION</b>       | The Low level concerns policy was approved, subject to Trustee being changed to Director and SN to be included in the grid in 3.2. Review to be done December 2024.   |
| <b>CHALLENGE</b>      | <p><b>Is every child that needs support for mental health getting it? Can the CMAT provide more support? See 1</b></p> <p><b>When is physical intervention done? See 2</b></p> <p><b>Is there anything to learn from the serious case study? See 3</b></p>  |
| <b>Agenda Item 10</b> |  <b>Business Services</b>  |
| <b>MINUTE</b>         | <p>AB presented her report.</p> <ol style="list-style-type: none"> <li>1. De Lisle has been provisionally prioritised for the School Rebuilding Programme. Further details of the scope are awaited. Further assessments of schools will be made before a final decision is made.</li> <li>2. St Josephs Market Harborough is likely to need an entire new heating system. Interim measures will be needed until this is implemented as half the school has no heating at present..</li> <li>3. DfE are to conduct Net Capacity assessments on Secondary schools in the next 2 years to identify where there are spaces.</li> <li>4. The CMAT will receive £458,918 from the DfE to improve energy efficiencies. It will use the Decarbonisation Audits from Inspired Efficiency to decide on projects. First inclination is to use it on LED lighting or replacing single glazing.</li> <li>5. The IT issues at English Martyrs Leicester were noted. In addition other secondary schools have similar issues relating to dated equipment and infrastructure. Substantial investment is needed to improve IT at the schools. Options are being explored, including use of reserves.</li> <li>6. GDPR issues were noted. Two cases had been referred to the ICO and no further action had been necessary.</li> <li>7. The request to reduce PAN at 2 schools for 2023-24 is with the DfE.</li> <li>8. Admissions policy will need to be approved by email.</li> </ol>   |
| <b>ACTION</b>         | Admissions policy will need to be approved by email.  |
| <b>Agenda Item 11</b> |  <b>Finance</b>  |
| <b>MINUTE</b>         | <p>NL presented the Finance Paper.</p> <ol style="list-style-type: none"> <li>1. It was noted that there were 3 options in respect of energy contract renewal:- <ol style="list-style-type: none"> <li>a) Renew the electricity contract with ESPO for the period 1 October 2024 - 30 September 2028. This will access</li> </ol> </li> </ol>   |

their lowest flexible rates as part of the volume purchasing arrangement.

b) Provide notice that we will exit the electricity contract on 30 September 2024. We would then need to undertake our own procurement exercise.

c) Do nothing, and our agreement will continue on a fixed price for the 12-month period between October 2024 and 30 September 2025 and subsequent periods of 12 months thereafter until such point we advise ESPO that we wish to seek alternative supplies

The Board considered these options .They noted that energy is a complex area to procure, and pricing is volatile. It is unknown if or when the energy markets will stabilise. They therefore agree to use the expertise of ESPO and join the volume purchasing arrangement from October 2024 - September 2028.( Option A). Option B was discounted as it would be very time intensive and there is no guarantee that it would produce better rates. Option C was discounted as it offers no flexibility to benefit from lower rates.

2. Charging and remissions. The Board approved the amendments to the Charging and Remissions policy and asked that the policy be amended to refer to 'pupils' throughout the document. The policy was agreed subject to this amendment and will be reviewed in July 2023. Final version of policy to be sent to Clerk.

3. The October Management accounts were noted. Energy costs could be underrepresented as not all sites are currently included in the initial billing.

4. Potential areas for savings have been identified at schools and discussions have taken place with Heads. Areas being explored are group sizes especially at KS4 and post 16, staff structures, timetabling models, TLR's at Secondary schools. Work continues in this area and nothing has been finalised or quantified yet.

5. The Audit and Risk Committee had reviewed the annual accounts for the year ended 31 August 2022, after a presentation from the auditors. A few minor issues had been raised and these have been addressed (see Finance Director report). The Committee recommend that the accounts be approved. The Board approved the accounts, NL and SN will sign and they will be submitted to ESFA before 31/12/22..

6. The summary of risks and challenges included in the Finance Directors report was noted. The additional income was also noted (Energy Efficiency grants, pension saving, additional education funding).

**ACTION**

Amend Charging and Remissions policy . Send final version to Clerk.MH DONE  
SN and NL to sign accounts and accounts to be submitted to ESFA. MH DONE

**DECISION**

The Board agree to use the expertise of ESPO and join the volume purchasing arrangement from October 2024 - September 2028.( Option A).  
The Board approved the Charging and Remissions policy subject to being amended to refer to 'pupils' throughout the document.  
The Board approved the accounts for 31/8/22.

**Agenda Item 12**

**▶ HR**

**MINUTE**

MR and KF presented their report.

1. Guidance is being developed futher for possible strike action. Chairs are aware of the guidance.
2. The implementation of the new HR and payroll system is on track. It has been trialled and will roll out fully in January 2023. For the last few months HR have been running the two systems simultaneously to iron out glitches.
3. The HR team workload is to be further refined.
4. All pay awards have been implemented and incremental awards were paid in December.
5. In the Advent term there were 142 requests to recruit. Recruitment training is taking place in schools to allow schools to handle some of the process but the CMAT processes must be followed and staff must be trained. Vacancy Filler must be used and the Central Team will still need to approve the request to recruit.
6. Performance Management Moderation was completed on 1/12/22. This was at the request of the Pay Committee who had also noted the high number of staff on UPS and requested that this is reviewed to ensure that they are having an impact. As part of the moderation, MR and KF had reviewed a number of examples and had identified some patterns of good and poor practice. It is clear that the performance management of support staff needs developing further and that improved guidance is needed on interim reviews.

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|                       | <p>7. There are 13 attendance cases in schools at present , where staff are hitting the 'concern' trigger. One grievance has been resolved and 2 disciplinary cases have been resolved with informal action. The potential Employment Tribunal case has been withdrawn.</p> <p>8. The Head Teachers Survey had highlighted the need to increase HR support. Recruitment is therefore taking place of a temporary HR Officer for 18 months. This will allow for assessment of workload and to see what the impact of the new HR and payroll system is.</p> <p>9. A report on the use of the Medicash system was requested for the HR Committee.</p> <p>10. The following policies were approved and adopted: Appeals, Capability and Redundancy and Restructuring.</p>  |
| <b>ACTION</b>         | A report on the use of the Medicash system was requested for the HR Committee.MR/KF  |
| <b>DECISION</b>       | The following policies were approved and adopted: Appeals, Capability and Redundancy and Restructuring.  |
| <b>Agenda Item 13</b> | <b>▶ Performance and Standards</b>   |
| <b>MINUTE</b>         | <p>RH and RE presented their report.</p> <ol style="list-style-type: none"> <li>1. An overview of the priority schools was given. All schools are monitored closely and schools can join and leave the priority list at any time. The Board asked that it is made clear in reports when a school leaves the priority list with the reasons being outlined.</li> <li>2. One school is of particular concern due to previous instability and an underdeveloped curriculum. An ECT at the school needs support and this is being provided. New leadership is in place. Considerable support is in place for the school and progress is being made. The school is in an Ofsted window.</li> <li>3. The Executive head model being trialled at 2 schools is working well for both schools.</li> <li>4. The overview of the school reviews was noted. Schools generally appreciate the review as it helps to give confidence and guidance. It identifies areas for CPD and areas for development. The reviews drive progress during the year and help inform the SIP.</li> <li>5. The CMAT Common Language for Learning was launched in September 2023. It was agreed that this should be shared at the Chairs symposium.</li> </ol> |
| <b>ACTION</b>         | Reports to include details of any schools that are removed from priority lists. RH/RE<br>Add Common Language for Learning to next Chairs symposium. SN   |
| <b>CHALLENGE</b>      | <b>Have any schools deteriorated since the last report? See 2</b><br><b>Is the Executive Head model working? See 3</b>   |
| <b>Agenda Item 14</b> | <b>▶ Director Only item</b>  |
| <b>MINUTE</b>         | <p>Directors only met to review the following areas:</p> <ul style="list-style-type: none"> <li>• CEO Performance Appraisal</li> <li>• Executive pay</li> <li>• Proposal to take part in LGB survey being undertaken by a Masters student.</li> </ul> <p>The minutes are confidential and will be kept by the Company Secretary.</p>   |
| <b>Agenda Item 15</b> | <b>▶ Closing Prayer</b>  |
| <b>MINUTE</b>         | The meeting ended with a prayer.   |

**Governor Agreed Actions set during this meeting: 0**

STA Board *dated:* 19/12/2022  
Minutes approved by Jennifer Barnacle

