



DRAFT MINUTES OF ST TERESA OF CALCUTTA MAC BOARD MEETING
Thursday 10th June at 1.00pm
MEETING HELD VIRTUALLY

Present: Frances McGarry, Foundation Director, Chair
 Mary A Mills, Foundation Director (MM)
 Mary Higgins, Foundation Director (MH)
 Sean Devlin, Foundation Director (SD) Vice Chair
 Andrew Kennedy, Foundation Director (AK)
 David Whale, Co-Director, (DW)
 Susan Hughes, Co-Opted Director (SH)

Apologies: John Ryan, Foundation Director (JR)
 Collette Burge, CFO (CFO)

In Attendance: Mark O'Connell (MOC)
 Colin Crehan, Interim Accounting Officer (AO)
 Gerardine Lawson-Lotarew, Assist Governance Manager and Clerk to Board, SIPS Ltd

Minute No	
	Opening Prayer
STM146/100621	Welcome & Apologies The Chair welcomed all to the meet. Apologies were received from JR and CFO and these were accepted.
STM147/100621	Declarations of Interest The Chair declared an interest as a governor at Holy Souls Catholic Primary School. In addition, AK and MH declared an interest as governors at the Rosary School and MM declared being the Chair of Archbishop Illsley local governing board.
STM148/100621	Urgent Additional Items None
STM149/100621	Minutes of previous meeting held on 28th January 2021 and 6th May 2021– <i>Circulated prior to the meeting</i> The minutes from 28 th January 2021 were reviewed and no amendments were made. It was Resolved: <i>the minutes were approved to be signed by the Chair and retained by the MAC.</i> The minutes from the Extraordinary meeting held on 6th May 2021 were reviewed and no amendments were made. It was Resolved: <i>the minutes were approved to be signed by the Chair and retained by the MAC.</i>

	<p>Actions: STM093/240920 Review Trust and Vision Ethos – Carried Forward STM094/240920 MAC Improvement Strategy – Carried forward STM102/240920 Risk Register Transferred to the Resources Committee - Closed STM122/031220 Safeguarding included on the agenda - Closed STM135/280121 Vision and Ethos - Ongoing STM124/031220 Directors Details sent by Chair - Closed STM141/280121 Policies KCSIE - Closed</p>
STM150/100621	<p>Chairs Actions</p> <p>The Chair reported that an action from the Extraordinary Board meeting held on 6th May 2021 was outstanding under minute STME005/060521. The Chair confirmed a letter would be sent to the new schools joining the MAC and this would be completed as soon as the CSEL recruitment process was resolved following the meeting today. In addition, the Chair thanked the AO for informing the Head Teachers of the outcomes of the extraordinary meeting and about the new schools joining the MAC.</p> <p>The Chair reported attending the Forum Strategy Chairs meeting and details of a staff survey relating to schools who were part of an academy chain and the views of the leadership on academisation. The Chair reported the Regional Commissioner was not present at the meeting but the Deputy was and this meeting dealt with transactional matters.</p> <p>The Chair report attending the Diocesan Vice Chairs Meeting with SD. SD reported an update was delivered on the challenges of the academisation process. The Chair had received slides from this and these would be forwarded to Directors. SD reported the MAC had been requested to send the existing Code of Conduct to the Diocese. Clarification was sought on which Model Code of Conduct had been adopted by the Board and the Clerk confirmed this was currently the Birmingham City Council Model Code of Conduct but from September the CES code would be adopted.</p> <p>The Chair reported attending the Strategic Governors training which had been good and had been governor based rather than Director based. The Chair added the AO had included in the AO Report the Diocesan visit. The Chair sought clarity if any feedback had been received from this and in response MOC confirmed this would be done shortly.</p> <p>CSEL Recruitment – The Chair reported the COVID situation had not eased the situation in trying to establish a face to face interview process. This would be looked at later and hopefully the Board could resolve the issue of the panel with three members not being sufficiently broad enough for an appointment of this nature whereas five would give a balanced representation of the Board.</p> <p>The Chair thanked the AO for collating the photographs from the schools to support the process. The Chair advised that difficulty had been experienced trying to secure members for the panel for a whole day. At this point the Chair sought Directors agreement whether it was necessary for the AO to leave the meeting as the discussions were around formulating a panel for the CSEL recruitment. No objections were raised.</p> <p>The Chair reported the Diocese was keen for the MAC to have a fulltime CSEL and the Board shared that view but it had to be financially viable and it was the decision of the Board whether additional time was required for this purpose. The Chair invited questions regarding a blended process for recruitment or whether a face to face process was necessary. Following discussion all Directors voted unanimously the</p>

process needed to be a blended process with the final interview being face to face. In addition, depending on time it may be necessary for the venue to be other than a school and this would be discussed nearer the time. It was

Resolved: Directors agreed unanimously to take a blended approach to the CSEL recruitment process.

The Chair confirmed the proposal was for the panel to meet in October but the Diocese had requested the Board to look at September initially. The Chair suggested the Board look at October in the first instant as it had been confirmed SD, FMG, JR, MH, MM and SH were available but had other commitments. The Chair added JR was keen to be involved in the process but work was such that JR could not commit to September. The Chair therefore sought agreement for the other five Directors to make the final decision. There being no further questions it was

Resolved: Directors agreed unanimously to the five named Directors making the final decision on the recruitment of the CSEL.

The Chair confirmed all Directors would be kept informed of progress and any proposed appointment. The Chair gave an assurance that once the appointment was made it would be appropriate for all Directors to engage in the discussion regarding the appointment on the basis that any appointment would be a Board decision. In response SD confirmed this would be the normal procedure and matters would not be discussed outside of the Board meeting.

The Chair confirmed Directors had given dates for October therefore the proposal was to commence the process in early October and the Chair would review this following the meeting. The Chair clarified a willingness to step down from the process should any other Director wish to be part of the panel. The Chair then sought clarification on the availability of Directors for September and the dates members were not available. In response SD confirmed not being available at the end of September, MH was not available the first week of September and JR was available in the middle of September.

A Director highlighted that having the recruitment process at this time of the year may not result in an appointment for January 2022. If the Board was not successful in securing an appointment in October the appointment would move to later in the academic year and starting the process in September would be a better option. The Director reported there were other options to consider in taking a blended approach, observation could be done via virtual arrangements including interactions with staff and the final interview could be face to face. A Director raised concern about deviating from the established process unless this was absolutely necessary but the Director agreed with an adjustment to the process to suit an earlier timeline. Directors discussed the foregoing and there was a concern the Board was being driven by time but Directors were agreed to go with October.

A Director highlighted there was pressure to move forward with this issue but the Board were clear how they wanted to progress and the Board needed to ensure the route was established and followed. In response MOC noted that listening to what had been discussed if the Board did not appoint in September it would delay securing that long-term leadership, but rushing this would also run the risk of the process falling flat and not working. MOC added that If October was the option this was what the Board should work to.

MOC commented that with a panel of five it would be advisable to include a sixth person in the eventuality a Director was not available. MOC suggested the Board consider when making the appointment it may be possible to secure someone who could engage with the MAC prior to starting in the role on a permanent basis. In response the Chair acknowledged the Board were grateful for the interim arrangements and it would be preferable to have someone in place for the new academic year. There was a possibility the Board may have to repeat the process but the Chair wanted to remain confident the appointment would be made during the first attempt. A Director agreed with MOC and added there was a possibility an early release from contract could be negotiated for the successful candidate.

The Chair sought confirmation whether those Directors who had not identified themselves as being able to be part of the process in October could possibly step in if needed, this was DW and AK. In response DW and AK confirmed October half term was not possible. SH confirmed the diary was clear for October but OFSTED had started sending dates to SH, however SH could put the CSEL recruitment dates in the diary so OFSTED could not commit SH for these dates. The Chair sought confirmation if the Board agreed with the process to start as early as possible in October. There being no further questions it was

Resolved: All Directors agreed and the Chair would contact the Diocese in relation to support.

The Chair took the opportunity of thanking the Interim AO for the commitment given to the interim post.

STM151/100621

Finance – Papers circulated prior to the meeting

The Chair reported JR and the CFO had sent apologies and the Draft Budget would be tabled at the Resources Committee Meeting on 24th June 2021 but Directors should take the opportunity to review the papers attached and provide the Resources Committee with the basis for discussion. Directors agreed the Resources Committee would undertake further diligence and make a recommendation to the Board. This would require a further Board meeting to be arranged within seven days of the Resources Committee Meeting. **ACTION: CHAIR/AO/CLERK**

A Director referred to the MAC draft budget with CSEL and without CSEL and sought clarification if these had taken into account the schools joining the MAC in September. In response the AO confirmed the draft budgets did contain this information.

The Director referred to the draft budget for Archbishop Ilsley and noted a deficit in 2023-2024. In response MM reported the LGB was comfortable with the budget and there were no concerns.

The AO confirmed the current in year position was not included in the papers and confirmed that Archbishop Ilsley had an in-year surplus of £39,957, Holy Souls had a surplus of £105,530 and Holy Trinity had a surplus of £245,892.

The Chair raised the issue of the Holy Souls budget which had to be redrafted. There were issues with the demographic change in primary school education with falling rolls and families returning home. Holy Souls had been a solid two form entry school with a waiting list but now there were only 39 places for September and the school also had gaps in other years due to families returning home. The staff had worked hard to fill places and applications looked healthy, however the school was not allowed to know whether applications were for the first or second choice so many applications were 2nd or 3rd choice and the fall in numbers came late.

The Chair added in terms of the proportion of staffing this was higher and work had been done to bring this down but the fall in roll had exacerbated this. The staff and leadership were working hard through this but it was a difficult situation. The Chair confirmed the budget had been approved last night at the local governing board meeting but it is being presented to the MAC Board with a lot of uncertainties. The Chair reported that the AO was looking at how the school may secure some emergency funding.

The Chair reported that in three years' time Holy Souls could be looking at 98% of the budget being spent on staffing. Therefore, when the Holy Souls budget was presented to the Resources Committee the committee needed to be aware this situation could not continue and there were difficult times ahead in next 12 months, but there was a will to resolve this. Next year the school was proposing to reduce the PAN to 45 instead of 50 to support this situation as a way forward and the diocese had advised on this. The Chair added there would be a possibility of reducing the PAN to 30 and this would involve a consultation process and the MAC would also need to approach the EFSA and establish the best course of action in the event of this.

The Chair confirmed the head teacher had met with the AO and CFO as part of the budget consultation and the Resources Committee would need to consider what was the correct course of action. It would be the local governing board's decision whether to move to 45 pupils next year and move forward with consultation for the following year to reduce to 30 pupils. The long-term aim was for Holy Souls to become a two-form entry again. The Chair echoed a cautionary note that in terms of secondary schools this would impact them in six years' time. The Chair opened the matter to Directors for discussion.

Members discussed the matter and it was recognised this was an issue for other schools in the area. The AO reported having received an email from the diocese regarding Year 7 places in schools not being full so the problem had started.

A Director identified that being in a MAC the Board should look at staffing across the MAC and where staff could be moved across the MAC. The Chair recognised the Directors experience in this area and this had been relayed to the Head teacher at Holy Souls. The Director added the Board needed to look at the age profile of the staff to see who was due to retire and how these staff were replaced. In response the Chair confirmed Holy Souls had already reduced staffing by fourteen.

The Director highlighted the OFSTED rating awarded to Holy Souls did not accurately reflect the school today. A Director suggested whether it would be possible to arrange for OFSTED to come into Holy Souls now. In response the Chair clarified that a neighbouring school in Acocks Green had an outstanding rating which was deserved and this school attracted a diverse intake of pupils reflective of the area. The Chair felt the Catholic families who knew the school understood the nature of the rating and they could come in and see the school and know their children would be taken care of. The families now moving into the area were not catholic families. The Chair thanked SD for the efforts made in trying to communicate with OFSTED to arrange an earlier visit to Holy Souls.

A Director highlighted there needed to be caution about how the Schools or MAC retain people and there was an opportunity to improve how the MAC get children from primary to secondary. *DW left the meeting at 14.15*

MOC clarified that during the MAC monitoring meetings the MACs were looking at a marketing strategy to ensure links between primary and secondary schools were in place and other schools were aware of what the MAC was doing. A document had been sent to the AO and CFO to start looking at this and create a marketing strategy. In response the AO confirmed this was part of the MAC strategy and what the MAC was marketing. The AO confirmed the MAC could develop a marketing strategy which would change as the MAC finalised the vision and ethos.

MOC clarified there were examples of children's charters and what children would achieve and this was issued to parents covering primary to secondary. It would take time to develop and the MAC needed something that was wide and broad. In response the AO confirmed reading the documents from Toni Guest, and the bottom line was parents wanted to send their children to schools of high quality and the catholic and multi faith would support this. The AO added the MAC needed to look at the quality of education in the MAC schools and there were many things to develop.

The Chair congratulated Archbishop Ilsley and Holy Trinity for remaining full. A Director confirmed there was a waiting list at Archbishop Ilsley and it was sad to hear other local schools were struggling. The Chair added that when parents see a primary school they would get a feel for it and they would see the quality of care at Holy Souls but with COVID there had been some loss in that parents could not see the school in full. There being no further questions it was

Resolved: the draft budgets would be tabled at the Resources Committee for review and presented to the Board with any recommendations from the Resources Committee.

STM152/100621

Receive Accounting Officer's Termly Report – Circulated prior to the meeting

The Chair thanked the AO for the comprehensive report and the appendices circulated and the Chair invited questions.

Directors acknowledge the quality of the report and the appendices and the ease of reading these. The Chair referred to the appendix 6 and the provision of external financial support which was very thorough. The Chair confirmed the Resources Committee would review this and it was noted the specific financial advice that the MAC needed and this should be clarified to any potential financial advisor in future. If the successful firm employ external verification it was important to have financial benchmarking and was the Board spending less or more than other comparable schools so accurate benchmarking information would be useful. In response the AO highlighted the MAC received a lot of anecdotal information but was there any standardisation or benchmarking undertaken by the Diocese where the Board could compare the average top slice, staff costs etc. In response MOC confirmed there was some analysis completed on the annual accounts report but MOC was not sure what had come from this or whether there was anything specific. MOC agreed to report back to the Board on this issue. **ACTION: MOC**

The Chair sought clarification if there was any new advice on funding. In response MOC confirmed most funds were down for MAC growth and the government was trying to target intervention support. MOC confirmed the MAC could submit a growth plan to the DFE in the autumn even if the MAC had not got the schools who potentially would be joining. It was difficult for the Board as the MAC did not have schools waiting to join but perhaps in the autumn term this may change. In response the Chair acknowledged the business continuity fund was the priority. There being no further questions it was

	Resolved: the Accounting Officers Termly Report and appendices was received and accepted by the Board.
STM153/100621	<p>Vision & Ethos – Verbal Update</p> <p>The Chair clarified the Board had overarching headings of where the MAC wanted to progress in the next few years and the Chair was proposing the Board acknowledge this and it could be added to as time progressed. It was</p> <p>Resolved: Directors agreed to have the overarching strategic aims as a working document</p>
STM154/100621	<p>MAC Mission and MAC Motto</p> <p>The Chair thanked everyone for the work on this including the children. The Chair sought clarification if Directors were happy with the statements and what was the preference. Directors discussed the statements and there were some varying views, however following this it was agreed the mission statement would be ‘The Saint Teresa of Calcutta MAC exists to serve and encourage young people to discover their God-given gifts and talents. With the example of Christ as our centre, we focus on what unites us as children of God and the messages of love, service, mercy and compassion found in the Gospel to create a caring and loving environment in which the children of our communities can become spiritual, inspired, successful citizens of the world.’ It was agreed that the AO would go back to the author and review the statement. ACTION: AO</p>
STM155/100621	<p>Conversion Timeline and Update – Verbal Update</p> <p>The AO reported the outstanding item with the LA was the field area at St Chads and the nursery. The AO confirmed the first draft had been produced and this would be looked at tomorrow so the AO was reporting this item had been completed.</p>
STM156/100621	<p>Risk Register</p> <p>JR and the CFO have requested this item was tabled on the Resources Committee agenda. There being no objections it was</p> <p>Resolved: the Board agreed the Risk Register could be tabled at the Resources Committee and progress to be reported to the Board. ACTION: CLERK</p>
STM157/100621	<p>Safeguarding – Paper circulated prior to the meeting</p> <p>It was noted the Annual Safeguarding Reports had been included under STM152/100621. The Chair acknowledged the detailed report received and thanked all staff for their diligence and care and compassion. The Chair invited questions.</p> <p>A Director agreed the report was comprehensive and impressive. In response the AO reported that considerable work had been done to standardised the SIP and the SEP for all schools and all the head teachers had contributed to this. The AO confirmed this was the first Annual Safeguarding Report the AO had completed and sought clarification from the Board whether the Board wanted more conformity on how the schools present this. The AO reported the DSLs already discuss issues across the schools so for clarity the AO was seeking confirmation whether the Board would require a standard in line with the SIP and SEF. In response Directors agreed.</p> <p>A Director acknowledged the report was good and suggested that moving forward and looking at plans for next year around safeguarding there was an ongoing pressure following the OFSTED report today on secondary schools and primary schools regarding sexual harassment. This had been widely publicised today and the MAC and schools needed to be seen to be investigating this matter in all the MAC schools. In response Directors agreed and a Director suggested the schools undertake a survey of students which would be useful as the behaviour report may not highlight this.</p>

	<p>A Director sought clarification how were the schools ascertaining this was not happening in the MAC schools? In response the AO reported a lot of work needed to be done by OFSTED as part of the research into this. Schools were developing their knowledge of this matter and this was not a new problem. Directors discussed the issue and agreed this was not a new issue and schools had been working on this and working well but there were some schools who had not been dealing with these situations appropriately. The Chair acknowledged it was important to educate students and also to have someone available for students to confide in. The AO confirmed the policy in schools was to report matters to the Police and the schools recorded support this. A Director highlighted there was a website which contained a pledge and how students should respond to sexual harassment. The Director agreed to send the details to members. ACTION: SH</p> <p>The AO confirmed the DSLs held regular meetings and all of the work around this would be picked up at the next DSL meeting. There being no further questions it was</p> <p>Resolved: the Annual Safeguarding Report was presented and accepted by the Board.</p>
STM158/100621	<p>GDPR - Verbal Update</p> <p>The AO highlighted the issues with ransomware and reported the ICT Lead was looking at insurances around this to ensure the MAC was protected and this would include looking at how the MAC could make itself as secure as possible.</p>
STM159/100621	<p>Policies – Policies circulated prior to the meeting</p> <p>No Platform Policy – The Chair reported this was a standard Birmingham City Council policy and it would need to be customised to the MAC as some of the content did not fit with the MAC. The Board understood the reasons for the policy but Directors raised concern about the language within the policy. The Chair suggested rephrasing the document and including the safeguarding of children although much of this was covered in the Safeguarding Policy and in principle the Board knew there were certain organisations that would not be allowed into schools.</p> <p>MOC suggested that AK and SD send any comments to MOC and this would be raised with the Diocese as appropriate. In response a Director requested the CES should produce a document that covered the catholic ethos. ACTION: AK/SD/MOC</p> <p>The Chair requested that the diocese was made aware school leaders were dealing with this on a daily basis. The AO suggested that the policy was adopted as an interim measure pending Diocese advice. In response the Chair clarified there were systems in place for visitors in schools and there was a sufficient level of scrutiny in place, however, there was a need to strengthen this. A Director added this would have repercussions for the Lettings Policy and use of the buildings and something should be included in the Lettings Policy. In response the AO agreed to discuss this with the head teachers and establish where this was referenced then perhaps include a note on the website rather than include in the policy. ACTION: AO</p> <p>There being no further questions it was</p> <p>Resolved: the No Platform Policy was adopted as an interim measure pending further advice from the Diocese</p>
STM160/100621	<p>Directors Visits</p> <p>None reported.</p>

STM161/100621	Items for Information Admissions – It was reported there would be a change to the Admissions Policy and local governing boards had been requested to convene a full meeting after 1 st July. The Clerk was liaising with the local governing boards to arrange extraordinary meetings where there were no local governing board meetings planned for the remainder of the summer term. However, the Board had delegated this issue to the local governing boards and this matter would need to be tabled at the next Board meeting. ACTION: CLERK.
STM162/100621	Any Other Business Nothing discussed.
STM163/100621	Date and time of future meetings – <i>Paper circulated prior to the meeting</i> The meetings schedule was discussed and it was agreed the meeting schedule for 2021-2022 would be reviewed. ACTION: CHAIR/CLERK/AO
	Closing Prayer
	There being no further business the meeting was closed at 15.20

Chairs Signature: *James McFarley* Date: *27/9/21*

BOARD ACTIONS LOG 2020-2021

Minute	Detail	Comment	Recommendation
STM093/240920	Review Trust Vision & Ethos	A Director requested MOC to provide the name of a MAC the Board could work with particularly in relation to the reporting mechanism used if possible before the next committee meetings.	Carry Forward MOC
STM094/240920	MAC Improvement Strategy	Vision blueprint	Carry Forward JR
STM135/280121	Vision & Ethos	AO to maintain continuum.	Ongoing AO
STM151/100621	Finance	Draft Budgets to be tabled at the Resources Committee Meeting on 24 th June 2021 and Board meeting to be arranged with seven days	NEW CHAIR AO CLERK
STM152/100621	Accounting Officers Termly Report	MOC to provide information on benchmarking	NEW MOC
STM154/100621	MAC Motto	It was agreed that the AO would go back to the author and review the statement.	NEW AO
STM156/100621	Risk Register	To be included on the Resources Committee Agenda	NEW CLERK
STM157/100621	Safeguarding	Student Pledge	NEW SH
STM159/100621	Policies	No Platform Policy – AK and SD send any comments to MOC and this would be raised with the Diocese as appropriate. Also include the catholic ethos	NEW MOC/AK/SD
		AO to discuss with Head Teachers in relation to lettings policy and include a note on the school/MAC websites	NEW AO
STM161/100621	Any Other Business	Admissions – Board meeting to be arranged after 1.7.21	NEW CLERK
STM163/100621	Date of future meetings	Meetings schedule 2021-2022 to be reviewed and re-presented to the Board	NEW CLERK/AO CHAIR