



MINUTES OF ST TERESA OF CALCUTTA MAC BOARD MEETING
Thursday 9th July 2020 at 1.00pm held Virtually

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

Apologies: John Ryan, Foundation Director (JR)

In Attendance: Glen Alexander, CSEL (GA)
 Mark O'Connell (MOC)
 David Bagley, DRB (DB) (*Joined meeting for item STM080/1920*)
 Collette Burge, CFO (CB)
 Colin Crehan, Interim Accounting Officer (CC)
 Gerardine Lawson-Lotarew, Senior Governance, SIPS

Minute No	Opening Prayer
STM076/1920	<p>Welcome & Apologies The Chair welcomed all parties to the meeting and clarified the purpose of the meeting was to primarily review and approve the budget although other matters were tabled for discussion. The Chair welcomed David Whale the new co-opted Director and sought approval from the Board for the appointment of DW. It was</p> <p>Resolved: <i>The Board approved the appointment of DW for a term of one year from 09.07.20.</i></p>
STM077/1920	<p>Declarations of Interest The Chair reported that as this meeting was primarily for the approval of the budget the Chair was declaring membership of the local governing board of Holy Souls Primary School.</p> <p>MM also declared membership as Chair of Archbishop Ilesley local governing board. It was</p> <p>Resolved: <i>Membership of the local Boards was noted.</i></p>
STM078/1920	<p>Minutes of previous meeting held on 4th June 2020 - Minutes circulated prior to the meeting. The Chair extended thanks to SD for chairing the previous meeting. The Chair highlighted one section of the minutes from 4.6.20 which required amendment on page 3 relating to expansion of the MAC 'The Director felt the Board was working less closely now than when it was a Steering Group'. The Chair clarified this comment was not in relation to the MAC Board but was in relation to primary schools joining the MAC. The Chair agreed to email the amendment to the clerk to insert into the minutes.</p> <p>ACTION: CLERK/CHAIR</p>

	<p>The Clerk proposed that although the minutes of previous meetings had been reviewed these had not yet been signed by the Chairs. The Clerk proposed all outstanding minutes since January 2020 should be signed electronically by the Chair/s. It was</p> <p>Resolved: Directors agreed all outstanding minutes would be signed electronically with the exception of the Confidential minutes which would be tabled at the next Board meeting on 24.9.20. ACTION: CLERK/CHAIRS</p> <p>MH joined the meeting at 13.18</p> <p>Actions: STM052/1819 – CFO Report – Closed STM052/1819 – CFO Report – Calendar – Carried Forward STM054/1819 – Admissions – Closed STM067/1819 – Land Valuations – This was discussed and it was agreed to carry this item forward. – Carried Forward STM008/1920 – Declarations of Pecuniary Interests – MM and SH outstanding. DW will need to complete this for 19-20 academic year. – Outstanding - ACTION: CLERK TO RESEND FORMS STM008/1920 – Statutory Policies - Closed STM008/1920 – Skills Matrix – DW to be added and matrix to be presented to Board on 24.9.20. – Carried Forward STM032/1920 – Minutes 07.05.2020 – Closed STM032/1920 – IT Resources – Closed STM035/1920 – Executive Pay – The Chair reported in an email the advice received was the Board followed the most recent guidance in the Academies Financial Handbook. For any executive post a clear rationale and business case would be approved by the Board in advance of any advertisement. There were no current appointments in the salary range covered by this stipulation. – Closed STM035/1920 – The Chair confirmed by email the Board did not have any further bids so no action possible. - Closed. STM035/1920 – IR35 -The Chair confirmed clarification had been sought on this item at a previous meeting and the Board was advised it did not apply to the MAC. – Closed STM035/1920 – Internal Control Report – GA reported all actions had been completed and this would be reviewed in September. – Closed – ACTION: CSEL STM036/1920 – Risk Register – To be presented at next Board meeting STM039/1920 – Safeguarding Policy – Closed STM046/1920 – Board Membership Update - Closed STM050/1920 – Future Meetings - Closed STM061/1920 – Music Information – Outstanding STM061/1920 – COVID 19 Funding – Outstanding STM061/1920 – Budgets – Closed STM065/1920 – Schools re-opening - Outstanding</p>
STM079/1920	<p>Chairs Actions The Chair reported four actions had been dealt with and these were:</p> <p>Extension of CFO Contract was agreed on a temporary basis until August 31st 2021. The Chair referenced an email dated 19th June 2020. It was</p> <p>Agreed: to extend the CFO temporary contract until 31.08.2021</p> <p>CSEL Recruitment - The Chair reported a strategic approach had been agreed as:</p>

- to engage in the strategic approach to the CSEL recruitment proposed by the BDES and
- to engage Satis Education to support the Board throughout the process. The Chair reference an email dated 29th June 2020 and notes of the Directors` meetings with members of the BDES on 14th May 2020 and 25th June, 2020 and the Chairs` engagement with Diocesan team and prospective companies 10th June 2020. It was

Approved: CSEL recruitment process as detailed.

Executive Pay – Discussed under STM078/1920

MAC Staffing - The Chair confirmed MH had been requested to provide Directors with a brief update on actions regarding the MAC central staffing later in the meeting.

STM080/1920

Budget Approval – Papers circulated prior to the meeting
DB joined the meeting at 1.15pm.

The Chair expressed thanks to JR for reviewing the finance documents and in highlighting aspects in relation to the deficit and cash flow. CB sought clarity on what issues had been identified with the cash flow and in response the **Chair confirmed the concern was the in year deficit which showed a deteriorating trend.**

DB reported that over the last three months projected outturn expenditure was tight and there was no flexibility to end the year with a large surplus. DB added income was exceeding outgoings so there was an easing of cash flow with DB confirming salaries were paid before the EFSA remittance had been received and had it not been for this there would have been cash flow issues. DB reported the MAC was in a better financial position as schools had been spending less and schools did not have a policy of paying in advance but schools were paying accounts from September to August whereas other schools paid from April to March. DB recommended the MAC should try to engage suppliers to fit in to the MAC's financial year.

The Chair sought clarification whether there had been any savings in relation to exam fees. In response CB reported these had been paid as usual and the Exam Board was unwilling to give refunds. The Exam Board had indicated when costs were assessed including administration, moderating and certificates they may provide some level of discount for next year. **The Chair responded highlighting this was a national issue and it should be pursued.** In response MOC confirmed this had been taken up with the RSC and the DfE who had indicated the schools had received the budget and no refund would be forthcoming.

The Chair sought confirmation if there were any savings made from exam invigilation costs. In response DB confirmed savings had been made by not having exams and paid invigilators. DB confirmed Holy Trinity had not received any requests for payment of exam invigilation costs but Archbishop Ilesley had received one complaint about non-payment. CB confirmed the advice from the local authority was that schools should consider making payment to casual employees but the MAC schools had not made any payments. GA reported this matter had been raised at the CSEL meetings and there had been a mixed response where some schools had paid staff and others had not. **A Director highlighted there could be a future cost for exams in the autumn.** The Chair acknowledged this and noted it was reasonable to expect these staff to be employed for the next exams.

DB noted Directors had discussed a MAC calendar earlier in the meeting and reported the EFSA had a calendar updated yearly which should be the driver for the MAC. DB reported deadlines were being moved by the EFSA because of COVID19 but DB was advising the Board to keep to the original deadlines as it provided the EFSA with evidence that the MAC had good robust internal structures.

DB advised the Board that a return detailing a summary of reports presented to the Board between September and August should be formulated so the Board was aware of what was required and that internal scrutiny had been undertaken by the Board.

ACTION: DB TO CIRCULATE REPORTS TIMETABLE TO DIRECTORS

A Director enquired how many audit reports the EFSA would expect and in response DB confirmed the rules around audit had changed in the latest Academies Financial Handbook but recommended to the Board that an audit was undertaken as soon as possible in the autumn term. DB confirmed the schools within the MAC led the budget setting as per the scheme of delegation prior to the budget being presented to the Board. DB reported when compiling the budget, consolidation of the budget was not strictly like for like so DB had tried to consolidate this but DB suggested for next year the Board should take a lead in the budget planning process to ensure the priorities of the MAC were being met.

2020/2021 Budget

DB referred Directors to Appendix A and confirmed the current finance systems had been used to complete the budgets. DB referred to the MFG and confirmed two schools had received the MFG supporting the budget. DB reported from the previous management accounts where the schools had shown the top slice it was not the full amount so this was now shown in expenditure and shown as reducing income. The MAC had £417k that should match the total expenditure schools had recorded. DB reported the £75K start up grant was also included in the MAC accounts. **The Chair indicated this as an area of concern as this grant should not be used to shore up the reserves and if other schools joined the MAC there would be costs associated with this and these were not itemised. The Chair added in terms of catering and lettings COVID 19 had highlighted the risks associated with using additional income to meet ongoing costs rather than infrastructure projects.**

A Director agreed the money should not be used for this purpose. In response CB reported the previous lettings income at Archbishop Ilsley had been £120k and next year this was forecast at £40k so this had reduced by two thirds and once the lettings were back up and running at Archbishop Ilsley this would exceed the £40k. **The Chair added the policy towards lettings should be reviewed with a view to mitigating the risks of ongoing costs. Members discussed this item further and it was**

Resolved: Lettings income would be utilised for school projects.

DB reported that included in the start-up grant were legal costs, finance systems and in future years HR and payroll, so DB assured Directors expenses were included for the new schools joining the MAC.

CB reported that by completing the consolidation nothing within the budget was too optimistic. Lettings had been reduced and a cautious budget put forward. CB added pupil premiums had been revised as the MAC did not want an issue around pupil premium. CB reported the sports premium had been included in the primary school until August 2021 although confirmation had not been received on this. A cautious

approach had been taken by the school when setting this in the absence of the confirmed allocation.

A Director noted from the paper no managed move income was indicated from Archbishop Ilsley. In response CB reported the income was input by Holy Trinity as the school employed the Behaviour Co-ordinator and Holy Trinity charged other schools. The income in Holy Trinity was to offset the salary of the individual used by other schools.

DB reported the total income for the MAC and confirmed the system calculated the staffing budget for the MAC. DB confirmed checks had been made to ensure accuracy and costs were allocated to the correct areas as this generated the projections with DB adding schools needed to be consistent in the use of the systems. DB confirmed a check of FTE and salaries completed to ensure no major issues.

A Director sought clarification on the percentage of staffing costs of the MAC. In response DB confirmed this was included at the end of the report and DB would report on this in due course. **The Chair requested DB to confirm to the Board the boundaries in relation to the percentages.** In response DB confirmed the current finance system did not generate benchmarking figures. **A Director interjected and confirmed this would be 75%-80%.**

DB continued to report and confirmed the non-pay budget had been cut back and only the costs of the Executive Head Teacher and the staffing costs were high. DB confirmed the Board needed to establish the targets to which the schools should be working towards and DB highlighted Holy Trinity had an increasing ratio.

DB reported the in year surplus deficit based on the budget plan was Holy Souls (£4,081k), Holy Trinity £47,750 and Archbishop Ilsley £27,756k, MAC £18,942. DB reported the £75k start up grant was impacting on the MAC resulting in the surplus in year of £90,366k. The cumulative surplus was £38,752. DB highlighted there should be a reserves policy with DB adding the reserves should consist of at least one month's salary costs, therefore in the MAC this would be £1m of the total salary bill of £12m. GA reported the BDES review had suggested the MAC should have reserves of three months' salary. DB responded that £3m would be a major challenge, however if the MAC had £1m this would be a good initial benchmark.

MOC left the meeting at 14.05

DB suggested the MAC should aim for a £1m reserve but this would need to be achieved through rationalisation and not income. DB confirmed the EFSA would look at the carry forward which was low and the MAC setting an in year surplus budget would be reasonable, but the projections going forward were worrying and the MAC had twelve months to implement a strategy to address the matter.

The Chair acknowledged for the next three months going forward the situation would require closer monitoring and the finance lead JR had offered to work with the CFO and any other Directors who could assist to monitor the cash flow carefully in terms of the budget and the three-year projection. The Chair reported that JR was proposing to meet on 20.7.20 and Directors could contribute to this. **A Director highlighted the need for the MAC to start looking at rationalisation from September 2020 as the Board would need to be taking appropriate action given the EFSA would be scrutinising the MAC.** DB agreed and confirmed the EFSA were aware of Trusts who experiencing financial problems and the EFSA would be looking to see systems and processes being robustly challenged. **A Director commented this was not just**

	<p>about cash flow but also the need to look at rationalisation as the next three years was not viable and could only be so by reducing costs. DB added the MAC should also work with schools joining the MAC before the schools joined. This would ensure the school was aware of what the MAC was doing and new schools joining could possibly be at the benchmark of 75% or near which the MAC could learn from.</p> <p>The Chair sought clarification if members were in agreement with approving the budget in principle. It was</p> <p>Agreed: Directors were concerned but approved the budget in principle with the proviso of a working review to take place before 31st July 2020 and the Board to urgently look forward to a plan for the future years to address the financial deficit to ensure financial resilience. Directors voted unanimously to approve the budget on this basis.</p> <p>The Chair also wished it highlighted the impact the foregoing matter may have on staff welfare and in particular on new schools joining the MAC.</p> <p>A Director raised a query from the CSEL report which was in relation to support staff pay increments. The CSEL was querying whether support staff would receive an increment as DRB had reported Birmingham schools had not awarded increments for a number of years. The CSEL sought clarification that with finances as they were would the MAC be agreeing to increments for support staff. The Director held the view the increment should be paid, but the Director also noted the impact on the budget. DB responded payment of any increment was the decision of the MAC. CB reported the increment had been built into the budget provided the staff, whether teaching or support staff, had successfully completed performance management. Following discussions it was</p> <p>Agreed: unanimously to pay the increment to support staff at Holy Souls</p> <p>The issue of the apprenticeship levy was raised and DB confirmed this would become chargeable for schools and added schools received 0.05% apprenticeship levy which could be used to support training. CB reported Archbishop Ilsley paid the levy even before it became an academy but the school had never accessed money. Although the money could be accessed to support apprenticeship training the school still had to incur the salary costs. A Director commented they had used the levy for training for teaching assistants and there was apprenticeship training for anyone training as teachers.</p> <p><u>Budget Setting Report and Projections (confidential Item not for publication)</u></p> <p>Resolved: the budget setting report and projections were accepted.</p> <p>The Chair extended thanks to all participants in preparation of the budgets. DB left the meeting at 14.40</p>
STM081/1920	<p>Safeguarding – Verbal Update GA reported the new safeguarding changes had been received and staff would receive training in September. The Chair expressed thanks to all colleagues for the hard work being done to safeguard students.</p>
STM082/1920	<p>CSEL Progress & Updates – Papers circulated prior to the meeting GA requested Directors to provide details in relation to experience for their pen portraits for the MAC website. The deadline for receiving these was 17th July 2020. ACTION: ALL DIRECTORS TO PROVIDE DETAILS FOR THE PEN PORTRAIT</p>

GA reported the TCAP application had received input from MOC/CC/Diocese and GA would discuss the deadline with MOC. There would be an expansion meeting on 10.07.2020

A Director referred to page 4 of the MAC Improvement Strategy report and the disproportionate number of pupils in the MAC. In response GA confirmed the report was a working document and the table therein needed to be populated and once this information was received GA could confirm the number of disproportionate pupils. ***The Director queried the 2nd paragraph on page 4 'The aim of this expansion is to improve standards in all the schools in the MAC' and the Director sought clarification which standards were being improved?*** In response GA agreed to clarify this. **ACTION: GA**

The Director suggested there may be a requirement for extraordinary meetings to review the improvement strategy and the Director expressed hope the local governing boards would be focusing on improving standards. The Chair requested the MAC Improvement Strategy document was identified as a draft and dated. The Chair suggested if there were any TCAP templates already available these should be used to support the process. In response GA confirmed MOC had provided something and this would be populated. ***The Chair requested that when the draft was available this should be sent to SD/SH and FMG who represent the Standards Committee. The Standards Committee would scrutinise the final draft before it goes to the HTB in October. The Chair had made suggestions of quotes from the ST Teresa of Calcutta MAC and it was hoped these would be used.***

The Chair referred to the primary schools in the document and noted there were instances in the document where there was reference to improving primary's, however any improvements had to include all schools. **ACTION: GA**

The Chair raised the issue of subject specialism on page 5 of the report and commented that identifying strengths in subject specialism should be in all schools not just secondary to identify excellent specialism across the MAC. The Chair requested the report was updated before any meeting with the primary schools. **ACTION: GA**

The Chair requested statements about students should include all students of all abilities alongside acknowledging the barriers some of the students face and how the staff help them overcome these. **ACTION: GA**

A Director referred to the proposed total spend in the document and sought clarification whether there was a budget for this. In response GA confirmed the document presented was a proposed bid and the money would come into the MAC, if the bid was successful it was then up to the MAC how it was spent. ***The Chair enquired if GA was aware of the size of the funding available.*** In response GA was not aware. ***The Chair requested the criteria template and details of the funding available.*** In response CC confirmed receipt of the document and the aim was to achieve consistency. CC confirmed the document produced by GA would fit into the templates together with the template MOC had provided all that was required was reformatting. ***The Chair sought clarification if the template contained the criteria and timeline.*** In response CC confirmed it was £150k for school improvement. ***The Chair requested the document was sent to any Directors interested in seeing this. The Chair sought clarity if this document had to be submitted to the HT Board in October.*** In response CC confirmed the document GA was working on was for the TCAP funding MAC improvement strategy. ***The Chair added the MAC improvement strategy would be required for the HT Board and***

the MAC required the improvement priorities, which had been discussed, in order to be OFSTED ready. GA responded this was appropriate but this was not in the TCAP document but the information could be merged from the MAC improvement strategy. **DW left the meeting at 15.01.**

CC advised Directors the criteria for submission to the HTB needed to include the key aspects and the records of any formal consultation process. **The Chair noted that on the five-point plan submitted in September to the Board by GA there were dates included for this. The Chair added that CC and the Head Teacher of Holy Souls had experience in this area so this would be left with them. The Chair confirmed the MAC had been through consultation so this could wait until September, but what else would be required.** CC confirmed the MAC was in a strong position with consultation and for the three schools joining this would be the third time the MAC had completed this so CC was seeking Board approval to proceed with consultation for the three new schools in September. It was

Resolved: the Board agreed to the consultation process for the three new schools joining the MAC to begin in September.

CC agreed to speak to MOC to establish what was needed for the HTB in October and CC would work with GA on this. **ACTION: CC/GA**

MH was disconnected from the meeting at 15.05/MH re-joined the meeting at 15.07

A Director raised a concern whether anything had been missed and had the Board done enough in relation to due diligence with primary schools. The Director was seeking clarification whether the schools joining the MAC were financially secure and the Board had not been presented with any information relating to this. The Chair suggested one of the criteria for the Board would be to discuss this with MOC and the nominated liaison with the LEA would be Toni Guest to ensure the due diligence was done. **The Director enquired what the timeframe would be for the Board to see this information.** The Chair confirmed no date had been given but the timeframe had always been September 2020. Appropriate support from the Diocese was needed and the feedback from the monitoring meeting in March had yet to arrive. MOC had given assurance assistance would be there in September and that Toni Guest would liaise with the LEA. **The Director noted what had been discussed and confirmed the data should be presented to the Board under due diligence.** CC added the process was not just about due diligence but also about the MAC's capacity to welcome three schools. **A Director highlighted due diligence was difficult and it would be good to have Toni Guest helping but a project manager would also be required.** Members discussed at length the role of the new Business Manager and project management being included in this role. Members agreed there would be greater capacity between the CFO and the Business Manager to look at project management. **The Chair confirmed CB would take the lead on project management when the new Business Manager was in place and Toni Guest would aid the process with the local authority.** The Chair reiterated the biggest issue was the precarious financial position of the MAC.

CC reported part of the work in September was to undertake some scrutiny on the schools joining and CC had a good understanding of what the Rosary was doing. CC was meeting the schools tomorrow to engage and build intelligence of their structures and produce something for the Board to review.


	<p>The Chair requested when engaging with other schools the MACs overarching priorities were communicated to include 4-18 curriculum continuity.</p> <p>A Director requested that in terms of due diligence this issue was to be tabled at the Board meeting in December. ACTION: CC/CB/CLERK</p> <p>The Chair sought clarification whether there was an opportunity at the meeting tomorrow for CC and GA to contribute to the improvement strategy. In response CC confirmed the agenda was around improvement focusing on teaching and learning and focusing on sharing priorities moving forward.</p> <p>The Chair enquired if SD/SH as members of the Standards Committee were happy to receive any documents during the holidays. In response SH and SD were happy to receive documentation. The Chair added clarity was required for improvement and the overarching themes for the improvement strategy. CC agreed to do this for the summer. ACTION: CC</p> <p>The Chair extended thanks to GA for what had been produced so far.</p>
STM083/1920	<p>Policies for Review – Policies circulated prior to the meeting</p> <p>Capability Policy – This was reviewed and the Chair requested the references within the policy to Trustees should be amended to the Chair of the Local Governing Bodies where appropriate. ACTION: CLERK. It was</p> <p>Resolved: subject to the amendments the Capability Policy was approved.</p>
STM084/1920	<p>Date and Time of Next Meetings</p> <ul style="list-style-type: none"> Thursday 24th September 2020 at 1.00pm
STM085/1920	<p>Any Other Business</p> <p>A Director requested a letter was sent from the Board to all Head Teachers and staff thanking them for their hard work over the last three months. ACTION: CHAIR</p> <p>MH highlighted to Directors this was GA's last meeting and MH wished to personally thank GA for all the work GA had done. MH recognised it had not been the easiest of jobs to do and learning the role of the CSEL had been a hard journey so MH thanked GA for everything and wished GA well for the future. The Chair added thanks to GA and recognised it had been a difficult journey.</p>
	Closing Prayer
	There being no further business for discussion the meeting was closed at 15.26

Chairs Signature:  Date: 27/9/21

BOARD ACTIONS LOG 2019-2020

Minute	Detail	Comment	Recommendation	
STM052/1819	CFO Report	Calendar/timetable of events to be prepared for the Board to establish the financial timetable and other events that had timelines attached	Carried Forward	CC/CFO/GLL
STM067/1819	Finance	MOC to check if the Diocese had the land valuation for the schools	Carried Forward	MOC
STM008/1920	Declarations of Pecuniary Interests	Clerk to collect the forms and formulate the Declarations Matrix for the MAC website. As at 30.01.20 there were still three forms outstanding and the Clerk agreed to email Directors for these. 9.7.20 – MM and SH still outstanding completion of forms. New Director DW to complete form and return to Clerk.	Outstanding New	MM/SH/DW/ Clerk Clerk
STM008/1920	Skills Matrix	Clerk to email Directors the NGA Skills Audit for completion and following receipt the matrix was to be completed and presented at the next Board Meeting. 09.07.20 DW to complete skills audit and matrix to be presented at September Board meeting.	Carried Forward	Clerk
STM035/1920	Internal Control Report	STM035/1920 – Internal Control Report to be presented to the Board at the September meeting	CSEL	New
STM036/1920	Risk Register	Risk Register to be tabled at next Board meeting for review. 09.07.20 Risk Register to be presented at the September 2020 Board meeting.	Carried Forward	CFO
STM061/1920	Finance	Music - GA requested to provide information on percentage of FSM students	Outstanding	GA
STM061/1920	Finance	CB to prepare submission for DfE for COVID19 funding.	Outstanding	CB
STM065/1920	Finance	CB to keep MOC advised of progress in relation to contracts review	Outstanding	CB
STM078/1920	AOB	GA to verify signatures on schools re-opening letters	Outstanding	GA
STM078/1920	Minutes of previous meeting 4.6.20	Amendment required – Chair to email Clerk with the wording	New	Chair/Clerk
STM078/1920	Minutes of previous meetings	Directors agreed all outstanding minutes would be signed electronically with the exception of the Confidential minutes	New	Clerk/Chair
STM080/1920	Budget	EFSA timeliness to be circulated to Directors	New	DB
STM082/1920	Pen Portraits	Directors to provide details to the CSEL for the pen portraits	New	GA/Directors
STM082/1920	MAC Improvement Strategy	Standards – GA to clarify which standards were being improved	New	GA
STM082/1920	MAC Improvement Strategy	The Chair requested the report was updated before any meeting with the primary schools.	New	GA

Minute	Detail	Comment	Recommendation
		Primary specialism identifying strengths in subject specialism should be in all schools not just secondary	New GA
STM082/1920	MAC Improvement Strategy	CC agreed to speak to MOC to establish what was needed for the HTB in October and CC would work with GA on this.	New CC/GA
STM082/1920	MAC Improvement Strategy	Due Diligence in relation to the financial stability of schools joining the MAC to be added to the Board agenda for December 2020	New CC/CB/Clerk
STM082/1920	MAC Improvement Strategy	CC to send documents during the holidays to members of the Standards Committee.	New CC
STM083/1920	Capability Policy	References within the policy to Trustees should be amended to the Chair of the Local Governing Bodies where appropriate.	New Clerk
STM085/1920	AOB	Letter to be sent from the Board to all Head Teachers and staff thanking them for their hard work over the last three months.	New Chair

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