



**Minutes of the St Teresa of Calcutta MAC Board Meeting held on
Thursday 1st February 2024 at 1.00pm at Archbishop Ilsley Catholic School**

- Present:** Frances McGarry, Foundation Director, Chair
Mary A Mills, Foundation Director (MM)
Mary Higgins, Foundation Director (MH)
Andrew Kennedy, Foundation Director (AK)
Christopher Price, Foundation Director (CP)
David Whale, Co-Opted Director, (DW)
- Apologies:** Susan Hughes, Co-Opted Director (SH)
Andrew Cullinane, Foundation Director (AC)
Sean Devlin, Foundation Director (SD) Vice Chair
- In Attendance:** Professor Paul Ryan, CSEL
Collette Burge, CFO
Gerardine Lawson-Lotarew, Assist Governance Manager (GP)
Liz Walker, PA to the CSEL (LW)

Opening Prayer

STM035/010224 Welcome and Apologies

The Chair welcomed all to the meeting and confirmed apologies had been received from SH, SD, and AC and these were accepted. The Chair reported that SH was intending to resign from the Board but would attend the Standards Committee meeting in March. The Board now had one vacancy and two expressions of interest. An additional member could be appointed to aid succession planning and increase expertise. The Chair expressed thanks on behalf of the Board to SH for the valuable contribution made to the MAC.

STM036/010224 Declarations of Interest

DW declared an interest in Michael Duffy Partnership Limited. No other declarations were received.

STM037/010224 Governance Documentation Update

The GP had completed the checks of the governance paperwork outstanding, and the outstanding forms were circulated to Directors for completion.

The Chair highlighted that checks were required, and this was necessary to ensure the Board was doing what it should particularly when there were changes to governance throughout the MAC. The MAC needed to be able to demonstrate robust systems, so everyone was free from suspicion of any potential wrongdoing.

STM038/010224 Urgent Additional Items

No urgent additional items were tabled for discussion.

**STM039/010224 Minutes of the previous Trust Board meeting held on 7th December 2023 –
*Circulated prior to the meeting***

The minutes from the meeting held on 7th December 2023 were reviewed and no amendments were made. It was

Resolved: *the minutes were approved to be signed by the Chair and retained by the MAC*

Actions:

STM132/100423 Equality Statement - Carry forward
STM006/121023 Pay Data – Carry forward
STM024/071223 Strategic Plan – Included on the agenda

STM027/071223 The Rosary Safeguarding Report – The CSEL reported that each school website included signposting to the out of hours services.

The Chair enquired how parents would access these services. The CSEL confirmed the websites signposted to the relevant services and agencies.

The Chair sought clarification of the arrangements specifically for the Rosary. It was reported the school employed a support worker through Father Hudson’s and they were available outside of school hours. Other schools did not employ a special service. The Chair highlighted that anyone could be questioned about provision, so the MAC had to be prepared for any future inspection. The CSEL confirmed Father Hudson’s was signposted and they do work during holidays and the DSL details are shared with the local authority.

The Chair enquired how anyone would access this individual. LW confirmed that during the summer the DSL was on site.

The Chair requested the CSEL should clarify the arrangements as this was in response to a question raised by a Director at the previous meeting. ACTION: CSEL

STM031/071223 Complaints Policy – The Chair acknowledged the improved escalation process, and everyone should be clear on the process. Staff have clarity and could refer their professional advisers to the procedure. The Chair requested that the Chairs of the local governing boards should have the policy. The Chair added that the Chairs of the local governing boards were looking for clarification on policies and the relevant schedule so when policies were due for review, they should be sent to the Chairs of the local governing boards for input. **Closed**

The CSEL reported that a new scheme of delegation was pending and there would be changes to accountability. The primary changes would be the CSEL title which would become CEO. Local governing boards would become local advisory councils. There was also reference to changing the title of Head Teacher’s to Principal. The Chair acknowledged the Diocese had held a day with the CSELS and a virtual meeting with the Chairs and Vice Chairs, so the matter was still in consultation.

The Chair reported that in the Chairs and Vice Chairs meeting it was emphasised the context of strong MACs and common terminology would be helpful. Concerns were raised about the use of the terminology LAC (local advisory council) as this also referred to looked after children. Many were keen to enhance the role of governors in relation to school standards. The CSEL acknowledged there was a sense of change and recognition of limited capacity within the BDES so further detail would be forthcoming.

The Chair referred to policies and the communication process which had not changed with local governing boards ratifying policies. The Chair had not seen anything in the proposed changes that would affect how policies were dealt with. Policies were the Board responsibility and there were always good communications with the local governing boards to implement and or ratify as a formality.

A Director enquired why the policies needed to be ratified by the local governing boards. The Chair suggested that when the policies were presented to the local governing boards for ratification it showed that the members had read and understood them. However, the Chair accepted the terminology may not be appropriate. There was a discussion on the matter and training that may be required because of new policies being introduced. The Chair noted that the MAC did ‘buy into’ training through the CST and National College but it would be appropriate for Directors to have an overview of providers. The CSEL confirmed this was available and the Chair requested the instructions on how to access this information was shared with Directors as well as which areas of training these providers covered. **ACTION: CSEL**

The Chair requested an update on the work with Derby University in marketing the MAC. The CSEL confirmed a working group was currently putting together a strategy on how to engage the perspective pupils and their families in anticipation of them joining the MAC. The CSEL clarified there was a £700k shortfall in MAC income due to pupil vacancies. **The Chair enquired if there was a timeline for this.** The CSEL confirmed there was no timeline yet, a meeting had taken place this week and Toni Guest would review this.

STM032/071223 Directors Training and Visits – This item was discussed under STM027/071223.

STM0232071223 KCSIE 2023 - Closed

STM033/071223 Archbishop Ilsley Fire Alarm – Included on the agenda. Closed

STM033/071223 Governance Documentation – The GP confirmed this had been done and was included on the agenda as minute STM037/010224. Closed

STM040/010224 Chairs Urgent Actions

The Chair reported that several actions were included throughout the meeting.

Confidential item not for publication

The CSEL, CFO and LW left the meeting at 13.45 and returned at 13.57.

STM041/010224 CSEL Report – Papers circulated prior to the meeting

The CSEL was invited to present the report and highlighted the following:

- Changes to Ofsted Handbook – The CSEL referred to this and noted changes to the duration of visits and the policy on pausing an inspection.
- Mandatory Reporting – The CSEL referred Directors to page 2 and the school vulnerability register for all schools within the MAC. **A Director queried if this was a snapshot at this point in time.** It was confirmed this was a recent snapshot.
- Pupil Attendance Dashboard - The CSEL reported that post covid attendance was slightly better as a MAC and attendance was priority one. **A Director referred to the vulnerable register at Archbishop Ilsley and Holy Souls and was surprised that this was so high.** In response a Director explained about the local demographics and the multiple occupancy housing The Chair agreed and added that other issues had contributed to this such Eastern European families leaving following Brexit and Covid19. There were now large family homes with multiple occupancy and 46% of children in Birmingham, were living in poverty. The Chair added that the number of FSM at Archbishop Ilsley was exceptionally high, and it was necessary to use pupil premium for the purpose for which it was intended.
- Implementation and Impact Page 5 – The CSEL referred Directors to the report and explained about the implementation and planned impact and what had been completed to date regarding attendance. **The Chair suggested there was a method to see impact of the strategies used, so how did 2023 compare to 2022.** The CSEL confirmed this information would be tabled at the Standards Committee. The Chair suggested that the information the CSEL did have should be passed to the Board and anything that was not available to be discussed at the Standards Committee. The Chair advised the Board that Holy Souls was doing excellent things, but this might have been impacted due to the recent measles outbreak, so the impact may not have been seen. **A Director suggested this data should be removed from the report to the Board. The Chair acknowledged the Board still needed to know what the actual attendance was, how attendance had been impacted by measles and what would have been the attendance had the measles not impacted on this.** The CSEL advised this data was generated by the MAC not the schools and the data was available. **The Chair acknowledged this and suggested it was necessary to know what the schools had done that had worked well and what challenges remained.** The CSEL acknowledged this and suggested it needed to be a balance between what came to the Board and what was presented to the Standards Committee.
- Creation of Professional Networks and Sharing Practice Page 7 – The CSEL reported the ongoing development of the MAC professional networks: Teaching and Learning Network,

Attendance Network & Chaplaincy Network and Development of SEND network and DSL network was going well and now included the six schools joining the MAC.

- MAC Safeguarding Page 9 - The design and implementation of a MAC safeguarding strategy to assist schools in keeping all pupils safe was being developed by the safeguarding network. Jo Dawes was now working one day a week with the MAC to co-ordinate safeguarding. The CSEL reported there was still some duplication in schools.
- SEND and Inclusion Page 10 – The CSEL reported work had begun on the recruitment of a MAC Inclusion Lead who would lead on a MAC strategic inclusion strategy, including SEND. The post had gone to advert and there were some good candidates. A Director referred to the salary banding for the post which was comparable to an assistant head teacher or deputy head teacher. The interest so far had been from school-based individuals. The closing date was 16.2.24, shortlisting was 19.2.24, and interviews would be held on 23.2.24 and 26.2.24. The post would report to the SSIL. The panel would consist of MH, SSIL, a governor from Archbishop Ilsley, the SEN Co-ordinator from Holy Trinity, the Head Teacher from The Rosary and the deputy head teacher from The Rosary.
- Reading Page 12 – The CSEL reported the MAC was looking at having a specialist reading co-ordinator particularly at Archbishop Ilsley. The Chair highlighted that twelve libraries were closing in Birmingham. In Acocks Green the library was utilised particularly in the summer for reading clubs and it enhanced early learning. The Councillor for the area had a petition in progress so Archbishop Ilsley and Holy Souls should advertise the petition in relation to this valuable resource.
- Development of the School Improvement Sub Strategy Page 14 – The CSEL reported the SSIL was sharing the School Improvement Strategy with all LGBs and implementation of the school improvement core offer.
- The Rosary Page 15 – The Chair complemented everyone for the work done to date at the Rosary and the visible impact of the work done. The Chair also recognised the work completed on special needs and this would be appropriate for all the MAC schools and the schools should be brilliant centres of excellence for learning language. The CSEL reported a response had been received from the Regional Director and a monitoring visit would be put in place to look at quality of education, progress made and intervention in relation to safeguarding. The CSEL together with the SSIL and head teacher need to look at evidence put together to demonstrate action taken and how this was monitored. In April the Regions Officer would meet the Rosary team and would be monitoring what was in place until the inspection. The Chair was grateful for all the work at the Rosary and highlighted one area of potential weakness would be the vacancies on the local governing board. MH was going to support the school on behalf of the MAC Board. The LGB have a Chair and one parent with no others in regular attendance and there should be six foundation governors so this could be seen by Ofsted as a weakness. The CSEL confirmed that there were two possible leads for new governors.
- Additional Support for Archbishop Ilsley Page 17 – Considerable work being done to support pupils understanding of work they are doing in the classroom.
- IT Page 19 – The CSEL reported on the new websites. Archbishop Ilsley would be completed by February half term. St Chads would be the last school to transfer over to the new website. The MAC now had an employee on the central helpdesk and the central helpdesk would provide support for all the schools. The MAC was in conversation with the six schools joining the MAC to have one single platform.
- SRMA Page 22 –There had been two meetings with SLT, head teachers and CFO who had been going into schools to work through the individual reports. The concerns were the teacher to pupil ratio and there were several reasons for these so discussions were held with all the head teachers. The MAC had spoken to the auditors about the central contracts and where there were different providers. The CSEL added that it would be opportune to report to the Board that Birmingham City Council may not be able to deliver services in their present form. A meeting was held in relation to the SMRA which was a good positive meeting and complimentary about the CFO, so thanks to the CFO. The CFO reported the MAC would be asked if they could take on more schools and the MAC could. The CSEL reported Archbishop Ilsley had been looking at budgets and withdrawn three posts from being advertised and the

school had managed. **A Director enquired which posts.** The CSEL confirmed these were all academic posts. The CSEL reported the central team was identified as being possibly under resourced. In schools the teacher contact ratio was an issue. **A Director sought clarification how this sat with special needs.** The CFO confirmed a review was needed to see why contact ratio was low, there may be mitigating circumstances, and some schools did employ individuals on special contracts. A Director referred to previous discussions about 'what did good look like' and referred to staffing in relation to how many would be considered as overstaffed in comparison to others. Directors acknowledged the schools knew what was coming into the school so SEND would change. The Directors also acknowledged that in three to seven years' time with falling rolls changes would be needed.

The Chair referred to the SRMA report which suggested that not enough workforce was focused on teaching and noted the importance of this in securing good in terms of outcomes for children. In terms of any grants that may be available if there were such grants bids should be made.

Capitation – The Chair noted that the SRMA report identified variance in spending on capitation for example St Chads was high and had high achieving maths and English. Holy Souls and Archbishop Illesley were low on capitation spending. It could be the schools had all they needed but could be affecting outcomes this may be worth looking at in terms of the capitation. The Chair added that the SRMA had identified the Board's responsibility to use financial benchmarking tools. It would be appropriate to take this forward to the committees.

The Chair noted the Board was well briefed on progress and the impact of interventions at the Rosary, but for Archbishop Illesley it would be good to see the information. A Levels begin on 17th May and SATS on 12th May so much of the impact would be seen in the autumn term. The CSEL acknowledged the Standards Committee wanted more detail on impact. The Chair suggested that for years 10 and 11 in comparison to this time last year what had been the improvement. **ACTION: CSEL.** There being no further questions it was

Resolved: the CSEL Report was received and accepted.

STM042/010224 Review Strategic Plan 2023-2028

The plan had not been circulated prior to the meeting but the CSEL did confirm this was on the website. The Chair noted that some of the items discussed were already in the plan, but the Board required an update on these. The CSEL confirmed that the strategic plan and all the sub strategies were on the website.

The Chair sought confirmation from the Directors that they agreed the plan had the strategic objectives. A Director felt that it was difficult to follow through the pillars. The CSEL enquired if the Director had looked at the sub-strategies and offered to discuss this with the Director outside of the meeting.

The Chair acknowledged that when they had looked on GovernorHub the Chair could not see where this document was. The Chair agreed the Board have had the sub-strategies, but the Board had not seen the final plan. The Chair sought clarification from the CSEL if the Board had received the document. It was included on the agenda, and it would have been appropriate for this to come to the Board. The Chair again reaffirmed the sub strategies had been seen at the committee meetings so the Board should see the final document in full which should include the date of any revision.

The CFO clarified the strategic plan was the same as had been presented previously but it had been re-formatted with photographs, so it did not look the same as the original.

The Chair confirmed the Board had requested that any sub-strategies should be added to the revised version of the plan and the current one on GovernorHub did not have the updates. A Director noted there was nothing on GovernorHub in relation to health and wellbeing, so it was necessary to join all this together. The Chair confirmed that there should be one updated integrated plan that contained all

strategies, timelines and expected completion date and this should be tabled at the next Board meeting.

ACTION: GP/CSEL

A Director suggested that there should be a presentation of the plan with the sub strategies.

ACTION: CSEL

The CSEL confirmed the updated version of the plan which contained the sub-strategies would be sent to the GP. If there were still any gaps or anything was not clear this could be addressed. The Chair highlighted that the Board had not seen any timelines for impact yet. **ACTION: CSEL**

STM043/010224 SRMA (School Resource Management Comprehensive Report) circulated in December 23.

Discussed under the CSEL report.

STM044/010224 Finance – Verbal Update

Fire Alarm Archbishop Ilsley School (referred from Board meeting 7.12.2023) – The CFO reported the proposed new fire alarm had now been resolved and the MAC would be commissioning the same provider as originally reported at the Board meeting on 7th December 2023. The total cost was £199,750 plus VAT. Archbishop Ilsley was bidding for £175k SCA funding and the remainder of the costs would come from the school. There being no questions it was

Resolved: the fire alarm works were approved by the Board.

STM045/010224 Trust Board Self-Evaluation - Verbal Update

The Chair reported that as part of the continuing Board self-evaluation the constitution of the Board was reviewed, and the Chair was aware of someone who was interested in joining the Board. This person was an ex-Head Teacher and OFSTED Inspector. A Director advised the Board that the observer who had joined the Board meeting on 7th December was also interested in joining the Board. The Chair thanked all for their efforts in this matter.

STM046/010224 Review policies – Circulated prior to the meeting

Complaints Policy – The Complaints Policy was presented, and no questions were raised. It was

Resolved: the Complaints Policy was approved.

Probation Policy - The Probation Policy was presented, and no questions were raised. It was

Resolved: the Probation Policy was approved

Safer Recruitment - The Safer Recruitment Policy was presented, and no questions were raised. It was

Resolved: the Safer Recruitment Policy was approved

Pay Policy – Directors discussed the policy and the issues around local governing body arrangements for approval of performance management/appraisals. The Chair suggested that any issues with the Pay Policy should be referred to the CSEL. **ACTION: CSEL** There being no questions it was

Resolved: the Pay Policy was approved **(DW and MM left the meeting at 15.25)**

Policies due for review at next meeting:

- Capability Policy
- Disciplinary Policy
- Grievance Policy

- Managing Organisation Change Policy
- RSE Policy
- New school Induction

The Chair proposed the policies due to be tabled at the next meeting should be reviewed in advance by Directors. The Chair proposed any HR policies would be reviewed by MH, the RSE policy should be reviewed by SD and the new school induction by the Chair. This would provide clarity in relation to the policies. **ACTION: CHAIR/MH/SD**

STM047/010224 BDES Monitoring Visit

Discussed earlier in the meeting.

STM048/010224 Directors Training and Visits – Verbal Update

The issue of training for Directors and identifying the MAC training providers had been discussed earlier in the meeting.

The Chair reported Directors had been invited to the Christmas Cathedral Concert. The Chair had visited Archbishop Ilesley and Holy Souls but had not yet visited St Josephs since before Covid.

A Director sought confirmation if there was a schedule of events at all MAC schools and could this be available to Directors. LW confirmed the MAC had these details. The Chair highlighted that when schools held masses Directors were welcome to join so it would be useful to know when events were taking place and if possible, could this be provided every term. Further discussion suggested the events could be populated into the calendar on GovernorHub. **ACTION: LW**

A Director reported they had been involved with the preparations for the change of HR provider.

The CFO confirmed the specification was ready and the contract would go to tender. Once the tenders were received the CFO and Director would meet with the interested parties. The CSEL confirmed the MAC had given formal notice to Birmingham City Council HR and Payroll.

The Chair thanked everyone for what had been done so far. **The Chair sought clarification what date the new providers needed to commence the service particularly as there was pay involved.** The CSEL confirmed that Birmingham City Council would work with the MAC on the migration so the service would not just be terminated. The ideal time for this would be April to July.

STM049/010224 Any Other Business

Nothing reported.

STM050/010224 Date and Time of next meeting

The next Board meeting would be held on Thursday 18th April 2024 at 1.00pm.

There being no further business for discussion the meeting closed at 15.55.

Closing Prayer

Chairs Signature: Date:

BOARD ACTIONS LOG 2023-2024

Minute	Detail	Item	Progress	Lead	Status
STM132/200423	Equality Statement	The CSEL referred to the gender pay gaps and agreed this would be tabled at the next Board meeting.	This was discussed on 12.10.2023 and actions agreed for the CSEL to pursue.	CSEL	Carry forward
	HR Contract	The CFO reported the MAC was looking for new HR service provider and one of the providers did have the software to provide this information. The Chair requested the Board be kept apprised of developments. MH and CP requested to be involved in any presentations being made by potential new HR service providers.	CFO reported on 1.2.24 current progress. Tenders sent.	CFO	Carry forward
STM006/121023	Review	Pay data – Provision of data.	Discussed 7.12.2023 matter to be pursued	CSEL	Carry forward
STM027/071223	The Rosary Safeguarding Report	A Director highlighted that it had been raised that someone was available at weekends and school holidays to deal with safeguarding, how can parents access this support? The CSEL agreed to clarify what the process was.	1.2.2024 The Chair requested the CSEL should clarify the arrangements as this was in response to a question raised by a Director at the previous meeting.	CSEL	Carry forward
STM027/071223	The Rosary Safeguarding Report	Training - The CSEL confirmed this was available and the Chair requested the instructions on how to access this information was shared with Directors as well as which areas of training these providers covered.		CSEL	New
STM041/010224	CSEL Report	Impact of interventions at ABI The Chair requested that details be provided at the next Standards Committee to include current achievement in years 10 and 11 in comparison to this time last year		CSEL	New
STM042/010224	Strategic Plan	The Chair confirmed that there should be one updated integrated plan that contained all strategies, timelines and expected completion date and this should be tabled at the next Board meeting.		CSEL GP	New
		A Director suggested that there should be a presentation of the plan with the sub strategies.		CSEL	New
		The CSEL confirmed the updated version of the plan which contained the sub-strategies would be sent to the GP. If there were still any gaps or anything was not clear this could be addressed. The Chair highlighted that the Board had not seen any timelines for impact yet.		CSEL	New
STM046/010224	Policies	Pay Policy – The Chair suggested that any issues with the Pay Policy should be referred to the CSEL. The Chair proposed the policies due to be tabled at the next meeting should be reviewed in advance by Directors. The Chair proposed any HR policies would be reviewed by MH, the RSE policy should be reviewed by SD and the new school induction by the Chair. This would provide clarity in relation to the policies.		CSEL CHAIR MH SD	New New
STM048/010224	Directors Visits	School Events - Further discussion suggested the events could be populated into the calendar on GovernorHub.		LW	New