

St Ralph Sherwin Catholic Multi Academy Trust

Trust Board Minutes of Thursday 20 October 2022 at 5:00pm

Chair: Sarah Noon
Clerk: Joanne Williams

FINAL: The minutes are confirmed and locked.

Governors Attending: Sarah Noon, Jennifer Lawes, Richard Walsh, Clare McKenzie, Margaret Hyde, Paul Medcalf, Christopher Maher, Martin O'Dowd, Helena Carrazedo, Keith Wharam,

Governors Apologies: Nick O'Brien,

Non Governors Attending: Joanne Williams, Duncan Whitehouse, Peter Giorgio, Simon Redfern, Simon Gillespie, Mary Robson, Kevin Gritton,

Non Governors Apologies:

Agenda Item 1 ▶ **Welcome and apologies for absence**

MINUTE

1. The meeting opened at 5.00pm
2. Apologies were received and accepted from NO

Agenda Item 2 ▶ **Opening prayer**

MINUTE

1. The meeting was led in prayer by SN

Agenda Item 3 ▶ **School Teacher Pay and Conditions**

MINUTE

1. MR advised the Board that a full report will be submitted to the HR Committee in November, however there is a current need to consider Teachers Pay and Conditions.
 - Upon formation of the Trust, it was agreed that it would align to follow the national pay and conditions for both Teachers and support staff.
 - A statutory instrument will be agreed by Parliament next week.
 - A 4-point increment has been agreed nationally and will be under discussion by the national advisory committee next week.

DECISION

1. The Board unanimously agreed to adopt the national pay and conditions for Teachers and support staff.

Agenda Item 4 ▶ **The Trust's mission, vision and values**

MINUTE

1. At a previous meeting it was agreed to form stakeholder groups to revisit the mission, vision and virtues of the Trust.
 - KG has worked with the School Improvement Team, Headteachers and central leadership team, and held a meeting on 23 September 2022 with the Pupil Parliament formed by 2 students and



2 staff from each school hosted by KG and Jamie Agius. Purpose and mission of Catholic schools, and Gospels were taken into account to ensure everything is rooted in faith with Christ at the centre, whilst re-working the strategic plan based on our faith, people and world.

5.10pm - RW arrived

2. The following points were considered to be key priorities:

- Serving with love.
- Growing in faith.
- Transforming our world.
- Together in Christ.
- High levels of education.
- Catholic formation.
- Types of schools and inclusion for additional needs to support the most vulnerable.
- Everyone part of the school community.
- The first Headteacher briefing day considered how everyone feels about the Trust, where they want to go, and the output mirrored previous discussions.
- The central leadership team highlighted trust, resilience, togetherness, love, kindness and service and how these virtues and vision tie in with our patron St. Ralph Sherwin and our priorities.

3. The first strategic plan monitoring meeting was held this week.

- KG and the Senior Team are working on revisiting the strategic plan and managing it for best effect. The current format will be used for this academic year, however in February 2023 the Directors will review the structure of the plan in readiness for next September, as doing this any sooner would de-stabilise the plan.
- The one-year plan is based on the previous plan but with the vision of the new CEO and Board. Once the KPI's have been added then the plan can be better managed and monitored.
- Consideration is being given to how to form priorities under these plans. The plan is to record impact and to ensure Directors receive what they require to ensure transparency and prevent additional workload.
- It was agreed that the 'day job' must be in the priorities, the plans are owned by senior leaders and everything (mission, virtues and vision) are rooted in the plan.

CHALLENGE

- 1. Could we simplify the mission, vision and virtues for schools and staff?**
- 2. Are there key performance indicators behind the vision so they can be measured? KPI's sit below the priorities which KG will align and share.**
- 3. Should strategic aim one 'Our Faith' be bigger than strategic aim three 'Our Organisation'? Aim one has two larger priorities, whereas Aim three has several smaller priorities. Developing faith is a priority and needs to be reflected in the development plan.**
- 4. The mission statement is concise, however the use of the word 'world' was challenged.**
- 5. The structure moves from vision to priorities, some parts are clear, but others are not, and there is a need to ensure a clear link.**



<p>Agenda Item 5</p>	<p>▶ Financial overview of the Trust</p>
<p>MINUTE</p>	<p>1. The following overview was provided.</p> <ul style="list-style-type: none"> • This half term SR has visited 24 of the 25 schools to raise awareness of how the budget works and to show Headteachers detail they previously may not have known. • SR spoke with the ESFA over the summer with the support of PG. ESFA was very supportive with an 'all in this together' approach and the advice to update ESFA regularly. • ESFA and the Diocese are looking to support with mitigations where appropriate. • PG has met with the Diocesan Board of Trustees to update them. • The Trust has a 3-month rolling cash-flow. • Internal audits are being commissioned to review the budgeting process. • Since the budget was set, the National Insurance reversal has been announced. • Headteachers are understanding and on board. • There are lots of controls in place. Everyone has been reminded of the control over budgets for staffing. All appointments or contract variations and overtime submissions go via SR. • There are 2 candidates for the Commercial Manager role. • SR will review individual schools and their financial position, however falling school rolls is also an impact to focus on. • In line with the Service Level Agreement, 24 Headteachers have been split into groups of 3 to review what they are getting for their money and how central provision is enabling them in their roles. This will enable the central team to continue to have Headteachers views and involvement. • Dialogue with ESFA would continue on a termly basis.
<p>ACTION</p>	<p>1. The Board to review overall schools' financial position via the Finance and Estates Committee. 3. SR agreed to build in sensitivities into budgets i.e pay increases.</p>
<p>CHALLENGE</p>	<p>1. Focusing on cash, how close would we get to being in the red through the course of the year? 2. What are our responsibilities to report to ESFA? 3. Would it be worth going to ESFA with an update to advise where we are against the start position, and as capital funding is being provided by the Diocese the likelihood of needing support from ESFA is low? 4. The National Insurance changes may help us to break even, however is there a likelihood for funding for education and MAT's? 5. Will we use capital funding? 6. Are we looking at schools with high levels of reserves for good practice? 7. What timescale are we working to, as waiting isn't practical? The finance committee will consider what the position needs to get to before contacting ESFA. 8. The new finance post is projected to save £160k, is this included in the budget? 9. Have catering plans increased costs for secondary schools? 10. The top slice is 11%, it is understood to be 5% when the Trust was formed?. 11. Should we review the top slice? 12. As a Board do we feel central costs are appropriate? 13. Can we build sensitivities into the budget i.e pay increase? SR agreed to consider this.</p>



Agenda Item 6	▶ Link Director guidance
MINUTE	<p>1. DW provided guidance on the link Director role</p> <ul style="list-style-type: none"> • Frame conversations with schools. • Focus on links with local governing boards. • Take opportunities to engage with the life of the school i.e attend masses and celebrations as local governing board meetings are restricted environments. • There is no requirement to attend specific events, and visits should be on an informal basis. • KG has been proactive in building relationships i.e Headteacher forums. • If there is an issue, the Central Team remains accessible. • Links are being created between St. Katherines and schools. <p>2. SN confirmed template agendas for LGBs including question setting will be used in meeting one of each term to held build a relationship between the Board and LGBs.</p> <p>3. There is a need to build relationships with schools. Directors need to get in amongst schools and to speak to Governors, Chairs, Headteachers and Staff. Everyone should know who the Trust Directors are and to have a relationship with them.</p> <p>4 SN is holding 4 meetings around the Trust and inviting Chairs and Governors to have a coffee and chat. Directors were encouraged to attend a meeting planned in their area and to build informal relationships.</p>
ACTION	1. DW agreed to issue guidance on the link Director role and to also share this with Chairs of Governors and Headteachers
CHALLENGE	<p>1. Schools can become suspicious when Director's attend, what can be done to ease this?</p> <p>2. Of all the schools in the Trust, how many do not have a link Director? Currently 5 schools do not have a link Director</p>
Agenda Item 7	▶ Trust Board Annual Calendar & Development Sessions
MINUTE	<p>1. All circulated meeting dates and times have now been agreed with the exception of the following changes</p> <ul style="list-style-type: none"> • Catholic Life committee on 26 January 2023 will begin at 4.15pm • All Trust Board meetings will now begin at 5pm • At the first meeting of the Board, consideration was given to moving around schools for Board meetings, however on reflection this could cause difficulties for remote meeting arrangements. • Annual development/planning day at Matlock is an option. • Safeguarding and GDPR will have specific focus in Advent 2. • A training day at Matlock is scheduled for 25 November at 10am led by Mary Robson with a HR focus regarding panels and appeals. <p>6.10pm - Fr Simon left the meeting</p> <ul style="list-style-type: none"> • Retreat with other Trusts will be held on 11 March 2023.
ACTION	1. DW agreed to share a committee membership list



Agenda Item 8

▶ **Closing prayer**

MINUTE

1. The meeting closed at 6.35pm led in prayer by SN