

MINUTES OF MEETING – DISPLAY COPY FOR PUBLIC VIEW

Company Number: 07743523

Meeting title: Meeting of the Our Lady of Lourdes Catholic Multi-Academy Trust Executive Committee

Date and time: Thursday 14th October 2021 at 2:00pm

Location: Microsoft Teams

Membership

'A' denotes absence

'LA' denotes late arrival

Mr Nigel Stevenson (Chair)
Ms Sue Dryden (Vice Chair)
A Fr John Kyne
Mrs Susan Munro
Mrs Anne Recchia
Mrs Ann Neale

In attendance

Mr James McGeachie (CEO)
Mr D Moore (Trust Finance Director)
Mrs M Robson (Trust HR Director)
Mrs K Rich (Company Secretary)
Mrs V Scott (Clerk to the Executive Committee)
Mr Peter Giorgio (Diocesan Director of Education)
Mrs Gemma Tovey (Trust HR Manager)
Mrs V Scarff (Trust Marketing Coordinator) *for item AT/70/21 only*

Action

AT/76/21

Opening prayer

The meeting opened with the Trust prayer led by Mr McGeachie.
The Chair welcomed Mrs Neale to the Board.

AT/77/21

Apologies for absence

There were apologies for absence Fr John Kyne for personal reasons. The Directors **RESOLVED** to consent to the absence.

AT/78/21

Conflicts of interests and business & pecuniary interests

The Chair declared that he is a Director at Nottinghamshire County Council (NCC) and Finance Director for the NCC pension scheme. Mrs Neale declared that two members of her family are employed at a Trust school.

AT/79/21

Correspondence

There was none tabled for the meeting

AT/80/21

Minutes of the previous meeting held on Thursday 22nd July 2021

The minutes of the previous meeting held on Thursday 22nd July 2021 having been circulated on Trust Governor were **AGREED** and **CONFIRMED** by the Chair.

➤ **Matters Arising**

The Chair thanked the Directors for attending the Chairs' symposium, and **REQUESTED** that the Directors to continued this support.

Q. The Chair enquired whether there was anything further to report regarding Aspirational KPIs

A. Mr McGeachie explained that Mrs Tovey had reviewed these in order to make them more achievable.

All other matters were completed or to be dealt with in the Agenda.

It was

RESOLVED to accept the minutes as a true and accurate record of the meeting.

AT/81/21

Reports and Minutes of Sub Committee Meetings

Mrs Stevenson thanked the sub committees for their hard work and requested any questions:

➤ **Standards Committee (confidential item redacted)**

The minutes of the meeting held on Friday 24th September 2021 were received, having been previously circulated on Trust Governor.

There were no further Directors' questions.

➤ **Audit & Risk Committee**

The minutes of the meeting held on Monday 27th September 2021 were received, having been previously circulated on Trust Governor. The Chair presented the minutes of the meeting. He advised that the Internal Audit Work Plan had been discussed and **REQUESTED** that Directors put forward any suggestions for items to be included.

Q. The Directors enquired whether Cooper Parry were waiting for input from the Directors.

A. The Chair reported that Cooper Parry were intending to bring a draft 3-year plan to the next committee meeting.

There were no further Directors' questions.

➤ **Finance & Estates Committee**

The minutes of the meeting held on Monday 27th September 2021 were received, having been previously circulated on Trust Governor. The Chair presented the minutes of the meeting.

There were no further Directors' questions.

➤ **HR & Pay Committee**

The minutes of the meeting held on Monday 4th October 2021 were received, having been previously circulated on Trust Governor.

Mrs Recchia presented the minutes of the meeting and highlighted the key points as follows: she explained that there had been improvements in the staff voice and an increase in staff levels of happiness. There may be TA and Support Staff industrial action as these unions had not accepted the offered pay award.

There were no further Directors' questions.

AT/82/21

Legal & Regulatory

- **Approval of Terms of Reference, Chairs, Vice Chairs and Composition of Committees**
- **Terms of Reference**

Mrs Rich explained that all changes had been highlighted and that the HR and Pay Committee would be named accordingly.

The Directors

RESOLVED to approve the Terms of Reference

Q. The Directors queried whether the Trust had a Catholic Life committee

A. The Chair explained that the Standards Committee covered this.

Mrs Rich presented the current Composition of Committees report and explained that Mr Daly and Fr Michael O'Donoghue would be removed.

The Chair **AGREED** to take over to Mr Daly's roles.

Mrs Neale **AGREED** to sit on the Standards and the HR & Pay Committees.

Mrs Recchia would remain Vice Chair of the HR & Pay Committee and Fr John Kyne would remain the Vice Chair for the Standards Committee.

The Chair **REQUESTED** that all Directors were invited to all committee meetings.

Mrs Munro **AGREED** to take up the role of Health & Safety Link Director.

**NS
AN**

SM

It was

RESOLVED to approve the Chairs, Vice Chairs, and Composition of Committees.

DECISION

- **Approval of newly elected LGB Chairs**

- Rob McConnell – St Mary's, Hyson Green
- Jonathan Cummins – St Joseph's Langwith/Shirebrook

It was

RESOLVED to approve the newly elected LGB Chairs above.

- **Confirmation of the following in line with requirements:**

- Companies House - filing of the Annual Statement had been completed on time.
- ESFA/GIAS - updated to reflect changes to Chair & Board (appointments & resignations).
- OLoL Gender Pay Gap – had been published on the Trust website.

AT/83/21

Diocesan Director of Education Update (confidential item redacted)

The following document was tabled:

- Report to the Trust Board

Mr Giorgio thanked the Board for inviting him to attend the meeting and presented his report, previously circulated on Trust Governor.

(His report being complete, Mr Giorgio left the meeting at 2.22pm)

AT/84/21

CMAT Chairs' Meeting – Feedback to the Board

Feedback to the Board including:

- LGB CES & Chairs' 360 Reviews – on hold until December Board meeting.
- Review of Format of Future Meetings for Board/Committees and LGB Meetings - virtual/in person/hybrid.

The Chair explained that there had been Chairs' meetings on 3rd June and 6th July 2021.

They had last met on 16th September. The following were discussed:

- The Chair reported that the MoU for HR Payroll & Pensions had been signed off.
- Update on HR CMAT plans
- The CEO performance review process had been agreed and Directors would discuss this immediately after the Board meeting.
- Training dates had been issued (The Chair **AGREED** to circulate these when available). **NS**
- CEO's meeting to discuss LGBs- there would be no major changes in the governance of LGBs.
- LGB Training offer was being worked on by NRCDES.

Q. The Directors questioned whether LGBs had complained about their training offer.

A. The Chair advised that they had, relating to the quality of training specific to CMATs rather than the general LGB training.

Mrs Rich explained that the LGB self-reviews had started to come in, but the 360 Reviews had been put on hold until next year. Mrs Rich would report back to the Board at the appropriate time.

➤ **Format of LGB & Committee meetings**

Q. The Directors enquired whether the OLoL Committees could meet in person.

A. Mr McGeachie explained that the Central office meeting space was only risk-assessed space for up to 4 people. He suggested continuing on Teams.

It was

RESOLVED to continue to meet on Teams until further notice.

DECISION

Q. The Directors enquired whether LGBs could meet in person.

A. The Chair explained that some governors had health conditions and had been shielding for a long time or for personal preference; if the LGBs met in person they must provide a hybrid solution that worked for all members. Any in-person meeting must be risk assessed and inclusive. In addition, schools must have the technology to allow a properly managed meeting for all to access.

Q. The Directors queried if this was possible for schools.

A. Mrs Rich reported that the hybrid meeting was very hard to Clerk, but she understood the issues for some individuals. She explained that LGBs were keen to hear the decision. Mrs Rich **REQUESTED** confirmation from the Directors that she could advise LGBs to agree their meetings at local level.

It was

RESOLVED to allow LGBs to decide upon their own meeting structure within the above parameters.

DECISION

AT/85/21

External Review of Governance

The following documents were tabled:

- External Review of Governance Action Plan
 - Link Director Role
- **Report & Recommended Actions** – The Chair noted that the Board had met with Mrs Jane Lewis and that she had produced a report and Action Plan. He thanked Mr McGeachie and Mrs Rich for the Action Plan tabled.

The Chair suggested that the Action Plan was brought to the February 2022 Board meeting for the next update. It was

RESOLVED to **AGREE** to this action.

DECISION

AT/86/21

Report from the Chief Executive Officer

The following documents were tabled:

- Catholic Life & Lay Chaplaincy Report
- CEO's Report
- Marketing Strategy & Project Plan
- Covid 19 Report
- Safeguarding Report
- Trust Strategy Review: SWOT Analysis
- Draft Trust Strategy 2021-24
- Exceptions Report

The Chair thanked Mr McGeachie for his comprehensive reports, which had been previously circulated on Trust Governor.

➤ **Chaplaincy & Catholic Life**

Mr McGeachie presented a report from Mrs Kemple, previously circulated on Trust Governor. He explained that the Standards Committee had received this on 24th September 2021.

➤ **Marketing Strategy**

(Mrs Scarff joined the meeting at 3.26pm) (Mrs Munro left the meeting due to personal circumstances)

Mrs Scarff advised that her strategy had 5 specific aims, set to align with the Trust Strategy. These were to:

1. Raise the profile of Trust
2. Work with focus schools to support pupil recruitment
3. Enrich the Trust's digital presence to improve staff and student recruitment
4. Develop and improve staff communications and connectivity between all internal audiences
5. Support the production and delivery of marketing solutions for the Trust and its constituent schools.

Mrs Scarff identified Internal Audiences consisting of: School-based staff, Central staff, Trust Board members and directors, Governors and the Diocese. She also highlighted External Audiences as follows: Parents, The media, professional bodies, local authorities, Government bodies and non-governmental organisations, Suppliers.

Actions arising were as follows:

1. To increase opportunities to build the reputation and brand recognition of the Trust.
2. Mrs Scarff explained that she would work with schools using her website template.
3. To ensure the Trust's priorities objectives and challenges are communicated openly and effectively, and that all staff understand how they are expected to support this strategy. Mrs Scarff explained that she would produce a Central Resource SharePoint for all staff with access to templates, brand guidelines, fonts etc.
4. To identify ways that communications and marketing activities can provide cost effective support for the Trust's priority areas of HR, Finance, Estates, Recruitment and Admissions. Mrs Scarff advised that she would achieve this by Developing social and digital media capability to increase engagement with businesses in target

sectors; supporting the implementation of the Finance strategy - providing marketing support for the promotion of the services the Trust offers; developing and maintaining web and social media content for all priority areas to maximise reach and engagement; developing in-house produced marketing collateral and publications to support the Trust and its constituent schools.

5. To explore, develop and use suitable communication channels to inform and engage internal and external audiences. Mrs Scarff aimed to achieve this by developing and maintaining website content across the Trust and school community; exploring email marketing solutions to communicate Trust messages, news and information; developing the use of video as a key promotional medium.

Q. The Directors questioned whether the low up-take of 6th Form places was being considered.

A. Mrs Scarff advised she had met with one Headteacher. She had conducted some student voice work with year 10 and year 11 and had found that the key market was not being explored; therefore, the Headteacher and Mrs Scarff were working on the new website to create an offering that existing children could see and be part of. She would also be working with another school on this.

Q. The Directors enquired whether case studies could be used to promote the school.

A. Mrs Scarff agreed they would. She was working to set-up some of these.

Q. The Directors identified that students made their own secondary school choices rather than parents; she asked if the Trust was aiming marketing at students.

A. Mrs Scarff agreed and explained that her focus had been on marketing to the students.

Q. The Directors questioned whether Mrs Scarff used different strategies for primary and secondary parents, students and another approach for 6th Forms.

A. Mrs Scarff had flagged that the Trust needed to work on its internal marketing before going to the external communities. 6th Form was still the number one choice for post-16 destinations. She was aiming to improve internal relationships and settings.

Mr Moore responded, offered an alternative, and queried whether 6th Form should be a loss leader and that the loss of a 6th Form might have a detrimental impact on whether parents selected a school at year 7. The Directors added this also was a consideration for staff when choosing a school to work in.

The Chair thanked Mrs Scarff for her report.

Mr McGeachie enquired whether marketing would come to the Board or a subcommittee. It was

RESOLVED to hear this at the Board meetings.

DECISION

(There being no further Directors' questions, Mrs Scarff left the meeting at 3.45pm)

➤ **COVID-19 update**

Mr McGeachie drew the Directors' attention to the Covid-19 update and reported that Risk Assessments continued to be reviewed by schools and updated. Any changes were reviewed by the Director of Estates and then approved, with discussion at Executive Team meetings where appropriate.

In the period since the start of September, positive cases amongst staff remained low in all schools; however, the number of positive pupil cases in schools has increased significantly, especially in the Trust secondary schools.

The Trust continued to work with Public Health England and the DfE as cases are recorded. Higher numbers of reported cases have led to the reintroduction of extra control measures at some schools.

Pupil vaccination programmes had taken place.

Flu Jabs had been provided for staff not eligible for a free jab. 300 had been issued across the Trust,

Q. The Directors queried whether anti-vax protesters had impacted on schools.

A. Mr McGeachie advised that they had not; however, some unpleasant correspondence had been received by schools. The police had been in attendance at vaccination programmes but had not been needed.

➤ **Safeguarding (confidential item redacted)**

Mr McGeachie explained that Mrs Dales had produced the Safeguarding Report, which had been presented to the Standards Committee on 24th September 2021.

➤ **Exceptions Report**

Focus area: Catholic Life

75% of schools have a regular presence in parishes - Celebration of Mass in Schools permitted. Schools and Chaplains continue to advertise events that can be shared with Parishes. Lay Chaplains are collating ideas and suggestions on how Schools and Parishes can rebuild links and relationships as restrictions are eased.

All pupils have access to Lay Chaplaincy – a permanent Lay Chaplain has been recruited to the St Francis of Assisi Hub

Faith in Action programme followed by at least 40% of schools - NDCYS has circulated information allowing schools to finalise and complete the award this year (if they have been able to), or to postpone completion and award ceremonies until the next academic year.

Focus area: Governance

Ensure that the Board has enough Directors to be effective - 1 additional Director has been appointed. The Board now comprises 6 Directors. A shortlist was being compiled. Trust Chair has engaged with Parish Priests regarding Director recruitment. Engagement with Academy Ambassadors to help assist with Director recruitment – there was a ‘live advert’ on their site to attract prospective candidates.

➤ **Risk Register**

Mr McGeachie explained that only high risk items would be brought to the Board:

Strategic Risks – numbers of learners was identified due to the potential impact of lower birth rates nationally.

Operational Risks – there had been high risks mitigated down to medium risks

Payroll risk – was mitigated by strong leadership and structure

Cyber Security risk – had been mitigated by internal audit

Compliance Risks – had all be mitigated to medium or lower.

Brexit Risks – remained a high-risk area related to GDPR.

Coronavirus Risks – all medium

Support to STL – high risks had been mitigated to medium or low.

Mr McGeachie advised that the Risk Register was being revamped and would have a different look at the next meeting.

The Chair thanked Mr McGeachie for his reports.

AT/87/21 Finance Director's Report (confidential item redacted)

The following documents were tabled:

- Board Members' Monthly Finance Pack
- Budget Presentation 2021-22
- 2021-22 Budget for Approval

Mr Moore had circulated all his Reports on Trust Governor ahead of the meeting.

The Chair thanked Mr Moore for his reports.

AT/88/21 HR Director's Report

➤ **Gender Pay Gap Report**

(Mrs Tovey joined the meeting at 2.24pm)

Mrs Tovey explained that she had been exploring how OLoL compared to other Trusts. The Gender Pay Gap had to be reported on annually, and was a public sector duty for employers with over 250 employees in the UK.

The Trust was required to report the mean hourly rate for male and female employees; the median rate and any bonuses paid.

In terms of data comparison, Mrs Tovey had used data from the 4 CMATs and 2 other local Academy Trusts and the University of Nottingham. The information was that publicly available on the Government website.

There was little change for OLoL since last year, as there had been very little movement in terms of staffing. In terms of staff demographic, the majority of OLoL staff were female. The lower end of the hourly pay rate was mainly female. Of the lowest paid 200 members of staff, 177 were female. This related to TTO roles, which attracted generally more female workers.

Within teaching 2/3 of teachers in secondary schools were female; 10% of primary teachers were male. Therefore, the pay gap was large for these reasons, but OLoL compared well to other Trusts. Compared to other CMATs OLoL was third lowest regarding the gender pay gap.

Reporting on the Top 5 hourly rates in OLoL, Mrs Tovey identified that 4 were male and 1 was female.

Mrs Tovey had looked at the Government Gender Pay Gap Report and put the actions recommended therein in place regarding job evaluations and pay progressions. The Trust had a new vacancy system in place, which would blind-sift job applications and remove any bias. Mrs Tovey was considering attracting more men into teaching.

Q. The Directors enquired whether there had been an analysis of secondary school senior leadership based on gender.

A. Mrs Tovey **AGREED** to report back on this to the Board.

GT

Q. The Directors queried how the Trust determined the pay grades of senior teachers on balance between male and female.

A. Mrs Tovey **AGREED** to report back on this. She explained that salary and pay for leadership had pay scale ranges based on the number of pupils in a school for Headteacher and Deputy Headteacher. For Department Leads, these had a TLR value attributed to the role dependent upon the level of responsibility.

GT

Q. The Directors questioned whether a male head of year would receive the same pay

as a female head of year.

A. Mrs Tovey advised that TLRs related to the role, not the person. There were differences in TLR values across the Trust, which she was currently investigating.

Q. The Directors enquired for a report as to the number of males and females in SLT or Headteacher roles.

A. Mrs Tovey **AGREED** to provide this.

GT

The Chair **REQUESTED** that the report was sent to the HR Committee meeting on 15th November 2021

GT

There being no further questions, The Chair thanked Mrs Tovey for her report.
(Her report being complete, Mrs Tovey left the meeting at 2.41pm)

The Chair **REQUESTED** that Mrs Robson attended the next board meeting.

MR

AT/89/21

Link Director Visits to Schools (confidential item redacted)

➤ **Start date for visit schedule 2021-22**

Mrs Rich **AGREED** to liaise with Headteachers regarding Director visits.

AT/90/21

Policies

➤ **From Standards Committee:**

- Safeguarding Policy & Safeguarding Statement (from Moira)

Mrs Rich advised that this had been uploaded as a working document and was seeking ratification by the Board, as this was a requirement.

➤ **From Audit & Risk Committee:**

- Educational Visits Policy (Updates are highlighted in yellow to align with EVOLVE system policy updates)

➤ **From Finance & Estates Committee:**

- Expenses policy for Directors and Governors
- Minibus policy (no material changes to policy)

➤ **From HR & Pay Committee:**

- Annual Leave Policy
- Pay Policy Support Staff
- Performance Review (Support Staff) Policy
- Performance Review (teaching Staff) Policy

It was

RESOLVED to approve all the above policies.

DECISION

AT/91/21

Other Matters

➤ **Trust and Academy Website Compliance Assurance Report – summary analysis/report local issues (confidential item redacted)**

Mrs Rich advised that this had been shared and the deadline had been extended due to COVID-19

➤ **Stakeholder Voice – Key Themes/Expectations from the Board**

Mr McGeachie explained that regarding the Staff Satisfaction survey, he had written to Headteachers where staff feedback had been high and those who had improved since

the last survey. The DPS would be visiting 2 schools with slightly lower outcomes.

➤ **Chairs' Symposium - Board's outline agenda**

Mrs Rich would continue to invite Directors to the Chairs' Symposium. She emphasised that the Symposium was the forum for Directors to take the lead on any elements they would like to share with LGBs. Mrs Rich was available to help with production of presentations etc. She requested that Directors put forward ideas for items to include in the January Chairs' Symposium Agenda and any areas they would like to lead.

Q. The Directors questioned whether this was a Director meeting or whether ownership lay with Central Team.

A. Mrs Rich advised it was the Board Directors' meeting.

The Chair **SUGGESTED** having an Annual Work Planner that Mrs Rich could input into. Mrs Rich advised she would also seek input from the LGB Chairs regarding anything they would like covered.

The Chair **REQUESTED** that one Symposium meeting was scheduled in the evening to allow for more Networking to take place. He suggested that this was the Pentecost meeting. Mrs Rich **AGREED** to arrange this. The Chair **REQUESTED** that prompts were issued by Mrs Rich.

KR

➤ **Members' Meeting**

Will take place on 1st December 2021 – Mr McGeachie advised that he was currently awaiting the Agenda for the meeting.

Q. The Chair enquired whether all Board Directors could attend.

A. Mr McGeachie advised that they could. The Chair **REQUESTED** that Committee Chairs attended the meeting focussing on their committee areas. Mrs Recchia **AGREED** to attend the next meeting, as Chair of Standards.

AT/92/21

Dates of Next Meetings

Board meetings follow the OLoL 2020-21 Schedule and will take place on the following dates:

- **Thursday 2nd December 2021**
- **Friday 11th February 2022 - time tbc (Trust Inset Day)**
- **Thursday 31st March 2022**
- **Wednesday 25th May 2022**
- **Thursday 21st July 2022**

Forward Agenda Items: as flagged in these minutes.

AT/93/21

Determination of confidentiality of business

The Committee considered whether anything discussed during the meeting should be deemed confidential. It was

RESOLVED that items concerning Link Directors, Finance & HR, LGBs, the Website Compliance Report, Peter Giorgio's Report, Safeguarding and Lay Chaplains & Standards Committee Minutes all **REMAIN CONFIDENTIAL** and excluded from any minutes to be made available for public inspection.

AT/94/21

Closing Prayer

The meeting closed with a prayer led by Mr McGeachie

The meeting closed at 4.32pm

Signed:.....(Chair)

Date:.....