OUR LADY OF LOURDES
CATHOLIC MULTI-ACADEMY TRUST

**PUBLIC VIEW MINUTES OF MEETING**

**Company Number: 07743523**

---

| | |
|---|---|
| **Meeting title:** | **Meeting of the Our Lady of Lourdes Catholic Multi-Academy Trust Executive Committee** |
| **Date and time:** | **Wednesday 10th December 2025 at 2.00 pm** |
| **Location:** | **Our Lady of Lincoln Primary School, Lincoln** |

*Membership*
'A' denotes absence
'LA' denotes late arrival

**Foundation Directors:**

| | | | |
|---|---|---|---|
| | Mr Nigel Stevenson (Chair) | Mr Graham Green | |
| | Ms Sue Dryden (Vice Chair) | Mrs Jennifer Johnson | |
| A | Fr John Kyne | Mrs Sarah Hallam | A |
| | Mrs Ann Neale | Mr James Cooper | A |
| | Mrs Lisa Walton | | |

**In attendance**

| | |
|---|---|
| | Mr James McGeachie (CEO) |
| A | Mrs M Dales (Deputy CEO) |
| | Mr D Moore (Trust COO) |
| | Mrs D Stanley (Trust Director of People) |
| | Mrs K Rich (Co-Company Secretary) |
| | Mrs V Scott (Clerk to the Executive Committees) |

| | |
|---|---|
| **EC/101/25** | **Welcome & Introductions**<br>The Chair welcomed all present. |
| | **Apologies for absence**<br>Apologies for absence were received from Mrs Hallam (holiday), Fr John Kyne (parish commitment), Mr James Cooper (work commitment) and Mrs Dales (Trust Ofsted commitment).<br><br>It was **RESOLVED** to accept the apologies.<br>A quorum was declared present for the meeting. |
| **EC/102/25** | The meeting opened with the Trust prayer. |
| **EC/103/25** | **Conflicts of interests and business & pecuniary interests**<br>The Chair declared that he is a Director at Nottinghamshire County Council (NCC) and Finance Director for the NCC pension scheme.<br><br>Mrs Neale declared that one member of her family is employed at a Trust school.<br><br>There were no other declarations, either direct or indirect, for items of business on the agenda. |
| **EC/104/25** | **Minutes of the previous meeting held 8th October 2025**<br>The minutes of the previous meeting held on 8th October 2025, having been circulated on Trust Governor were **AGREED and CONFIRMED** by the Chair. |

| | |
|---|---|
| | It was<br>**RESOLVED** to accept the minutes as a true and accurate record of the meeting. |
| | ➢ **Matters Arising**<br><br>**EC/86/25 Central Services Review Response Summary:** The CEO had advised that the collated responses would be reviewed over the summer, compared with the previous year's data and shared in Advent 1. It was agreed that this would return to the next meeting as the report was not yet fully complete. The CEO explained that the Central Services had been judged as effective by the Headteachers and considered to be economic against schools purchasing these services individually. The CEO confirmed that a report would be circulated by Friday 12th December. Completed<br>**EC/88/25 Policy Review Schedule:** Mrs Rich agreed to ask Compliance to re-check their records regarding policies that require updating and to provide a revised list.<br>Written Resolution: Support Staff & Teacher Pay Settlement - The Clerk agreed to arrange for the spelling of Mrs Neale's first name to be updated. Clerk. Completed.<br>**EC/89/25 Strategy 2025-28:** The Chair requested that any acronyms were removed from the Strategic Plan. The CEO agreed to make the necessary revisions. Completed.<br>**EC/91/25 Executive Pay Policy:** The Director of People agreed that the policy would need to be updated as per meeting discussions. Mrs Stanley. Completed.<br>**EC/92/25 Safeguarding:** Directors agreed the need to test culture, test embedding and requested evidence of this. Head of HR to provide a full report to the Committee on all conduct cases arising. Additionally, there would be one in-depth case review per year. Mrs Stanley/Mrs Tovey. To be added to HR agendas by the HR Chair upon request. Completed.<br>**Directors' Training:** The Directors agreed that their feedback from the previous Board meeting could be shared with Mr Giorgio. The CEO/Mrs Stanley. Completed.<br>**Success of Low-Level Concerns (LLC) Training:** Ms Dryden and the DCEO agreed to liaise and to explore how this will be monitored going forward. Ms Dryden confirmed that the Trust was ahead on LLC and this had been added to the Audit via the HR Committee. The CEO explained that LLC had been a focus of staff training at the beginning of the academic year. Mr della Spina was keeping a log. Completed.<br>**EC/93/25 Members' Meeting 2026:** Mrs Rich agreed to diarise a pre-meet for Directors the week before. The pre-meeting had been arranged. Completed.<br>Next symposium: 18th November 2025 (4 symposia in 2025-26) – focus of the symposium would be Finance. The Chair recommended that the national context was emphasised. The COO. Completed. The Chair thanked The COO for the clarity of his presentation. The CEO explained that early signs were that there would be a need for follow-up comms, based on feedback from LGBs.<br>**EC/95/25 Directors' Social Event:** The Directors agreed that a social event would take place immediately after the next Board meeting on 10th December 2025. Mrs Heaver was to be invited. Completed. |
| **EC/106/25** | **Reports and Minutes of Sub Committee Meetings** |
| | **HR & Pay Committee**<br>The minutes of the committee meeting held on 6th November 2025 were received, having been previously circulated on Trust Governor. The Committee Chair explained that the Committee had agreed all Pay Recommendations and reminded HR to prepare all recommendations ready for this meeting next year and going forward. Staffing and the Work Plan were also discussed. |
| | **HR & Pay Committee – extraordinary meeting (confidential item)**<br>The minutes of the extraordinary committee meeting held on 26th November 2025 were received, having been previously circulated on Trust Governor. The Committee Chair explained that an additional meeting had been called to explore the restructures. Decline in pupil numbers had impacted strongly on staffing across 9 schools in the Trust. It had been agreed that the informal consultation could commence. |
| | **Catholic Life & Mission Committee**<br>The minutes of the meeting held on 13th November 2025 were received, having been previously circulated on Trust Governor. The Committee Chair reported that the schools of highest risk and the closure of SSPP 6th Form had been discussed in depth, along with a reduction in Chaplaincy provision. |

| | |
|---|---|
| | **Standards Committee**<br>The minutes of the meeting held on 14th November 2025 were received, having been previously circulated on Trust Governor. The Committee Chair advised that schools causing concern, pupil numbers and Flick Compliance training and 6th Form recruitment priorities had been explored at the meeting. |
| | **Finance & Estates Committee**<br>The minutes of the meeting held on 27th November 2025 were received, having been previously circulated on Trust Governor. The Committee Chair explained that the main focus of the meeting had been the Finance & Planning Dashboard; financial impact of a decline in pupil numbers; Exit interviews; Financial Statements. |
| | **Audit & Risk Committee**<br>The minutes of the meeting held on 3rd December 2025 were received, having been previously circulated on Trust Governor. The Committee Vice-Chair stated that the main focus had been on Safeguarding and a Maintenance in-depth report from Mr Burrough. Mr della Spina had attended the meeting. |
| | There were no further Directors' questions.<br>The Chair thanked the Committees and the Executive Team for their hard work and their reports over the year.<br><br>The Directors<br>**RESOLVED** to accept the minutes as true and accurate record of the Sub-Committee meetings. |
| **EC/107/25** | **Legal & Regulatory**<br>The following documents were tabled:<br>Register of LGB Chairs – December 2025<br>Policy Review Schedule<br><br>**New Director Appointment**<br>The Chair advised that Mr James Cooper had been appointed as new Foundation Director. Mr Cooper was employed as a Director with the Woodland Trust and would be attending the Trust offices to meet with the Executive Team on Monday 15th December 2025.<br><br>It was<br>**RESOLVED** to agree the appointment.<br><br>**LGB Chairs - update**<br>Mrs Rich advised that the Register of LGB Chairs had been finalised. The Chair at one school would be stepping down and it was anticipated that the Vice-Chair would take on the Chair role.<br><br>**Policy Review Schedule**<br>Mrs Rich reported that the policy review schedule had been updated, with actions remaining only on those policies still requiring review. Of the seven outstanding items, three required only an amendment to the review date, leaving just four policies requiring further action. This represented a significant improvement in the number of policies outstanding.<br><br>**School Consultation Responses**<br>It was agreed this matter would be discussed with Policies later in the meeting.<br><br>The Chair **thanked** Mrs Rich for her updates. |
| **EC/108/25** | **Report from the Chief Executive Officer**<br>The following documents were tabled:<br>CEO's Report – December 2025<br>Trust KPI Exceptions Report - December 2025<br>Staff VOICE – Board Summary – December 2025<br>Central Services Review Responses to Heads and Chair of Governors |

| | |
|---|---|
| | Comms Plan<br><br>**CEO's Report**<br>The Directors confirmed receipt of the CEO's report and were satisfied that they had received an update on CSIs and Ofsted taking place across the Trust.<br><br>The CEO explained the key inspection data to note for the year was as follows:<br><br>• **CSI Inspections 2025-26**<br>Our Lady of Lincoln - Good<br>St Augustine's, Nottingham - Good with outstanding for CL&M<br>St Mary's, Brigg - Good<br><br>• **Ofsted Inspections 2025-26 (confidential item)**<br>The CEO noted that one Ofsted inspection was currently in progress at a school. Further information would be available once the inspection was complete. Some detail is redacted as not yet public information.<br><br>**Trust Strategic KPIs**<br>The CEO explained that most strategic KPIs were on track to complete on schedule. For purposes of RAG rating the following applied:<br>RED - unlikely to be achieved / significant concerns; AMBER - behind schedule / some concerns; GREEN - on track to be achieved / no concerns.<br><br>The Board reviewed the Trust's strategic KPI report and considered performance against agreed priorities. The Board noted that overall performance was in line with expectations. They received updates on 6 amber rated strategic priorities.<br><br>The Directors were assured that progress remained on track and agreed that performance would continue to be monitored through regular meeting reporting.<br><br>**Central Services Feedback**<br>The CEO reported that the majority of feedback received had been positive. He had shared the responses with Headteachers and Chairs of Governors.<br><br>**The Directors enquired how arranging school visits well in advance had impacted on the DPS team.**<br>The CEO explained that the DPS team were able to arrange visits in advance but often had to respond to matters as they arose, therefore a degree of agility was needed in their approach.<br><br>**The Directors requested an update on marketing feedback.**<br>The CEO advised that schools in need of marketing support had received priority, particularly those where pupil numbers were low. Less positive responses on marketing had been received from full schools who had received less marketing.<br><br>The Chair requested that the Marketing Strategy was seen at the next Board meeting and was delivered via the Finance & Estates Committee. The CEO agreed to liaise with Mrs Scarff to action this point. The Chair enquired whether data was collected on the reasons parents choose a particular school. He also requested a demonstration of the impact of marketing activity, alongside other contributing factors. Mrs Johnson suggested increased coverage in the local newspapers. The CEO noted that social media remained a significant area of focus for parents with school-age children.<br><br>**Safeguarding Inspection Report**<br>Directors noted that this report had been seen at the Audit & Risk Committee and would be dealt with later on the agenda<br><br>**CJO – school closure** |

The CEO advised that the Trust was ready to move to next stage with the closure of CJO but were awaiting Ministerial approval to do so.

**St Peter and St Paul's – 6th Form closure**
The CEO explained that a detailed financial case had been considered, which showed that projected pupil numbers were significantly below the level required for the sixth form to remain viable. However, the DfE had confirmed that the sixth form must remain open for the current cohort of Year 11 students.

**Mrs Johnson queried whether current pupil numbers had increased because of the option of 6th Form at the school.**
The CEO reported that the number transitioning from year 11 to 6th Form was only 20%, therefore he anticipated that this consideration was unlikely to impact school choice.

**Staff Voice Reports**
Chairs had requested that a full-staff voice survey was undertaken. OLoL had received a 47% response to the survey. Comparators had been addressed across the Diocese, rather than by Trust.

OLoL Comparative Strengths were as follows:
I am satisfied with my physical work environment (+4)
I have the equipment and resources I need (+4)
My opinion is sought on decisions that affect my work (+3)
In the last week I have received praise (+3)
Senior leaders make the effort to listen to staff (+3)

OLoL Comparative Weaknesses were as follows:
I can comfortably cope with my workload (-4)
I am able to strike the right balance between my work and home life (-3)
What my school is trying to achieve makes me feel good about my work (-1)
The work we do is to a high standard (-1)
Working here makes me want to do the best work I can (-1)

Therefore, raw scores were explored in more details with the following outcome:
Lowest scores were recorded for:
My rewards are linked to my performance – 44% disagreed
Action will be taken as a result of this survey – 28% disagreed

Lowest school satisfaction comparisons were detailed.

Actions that had been taken as a result of the survey including:
Headteachers had had logins and training in accessing the data.
All Headteachers would present school results to staff by end of term.
Presentations to include strengths and 2-3 key points to focus on, with actions and timelines.
DPS to provide support and coaching to Headteachers as required and monitor progress during their visits.
Heads to ensure LGBs are aware of the outcomes and school responses and to monitor progress.
Presentation to the Executive team.
Actions agreed to support in the central team.
Regular agenda item for HR & Pay committee.

The Chair recommended that a pulse survey was conducted in the interim for comparison purposes, to test the impact of actions taken.

**Members' Meeting arrangements**
A pre-meeting had been arranged for 20th January 2026 at 6pm on Teams (Mrs Rich agreed to record the meeting and share this with Mrs Walton who tendered her apologies in advance).
The CEO confirmed that he would be meeting Bishop Patrick on 22nd January 2026. The

| | |
|---|---|
| | Members Meeting would take place on Tuesday 29th January 2026.<br><br>The Chair thanked the Chief Executive Officer for his reports. |
| **EC/109/25** | **Chief Operating Officer's Report (confidential item)**<br>The following documents were tabled:<br>Board Members' Monthly Finance Pack – December 2025<br>ICFP Dashboard – All Schools<br>Report on the Draft Financial Statements<br>Draft Year End Financial Statements for 2024/25<br>Recovery Plan including SRMA Recommendations – Tabular Format<br>Impact of Pupil Numbers on the Recovery Plan<br><br>**Board Members' Monthly Finance Pack – October 2025 (reporting to the end of October 2025)**<br>The Directors acknowledged receipt of the Board Members' Monthly Finance Pack, which had been made available to them on Trust Governor. All documents had been seen at the Finance & Estates Committee.<br><br>**Approval of Annual Audit Accounts and Financial Statements**<br>The Board received the Trust's financial statements for the year end 2024-25. The Directors confirmed that they had reviewed the financial statements in detail and no objections were raised. The Finance & Estates Committee had previously scrutinised the accounts and recommended them for approval.<br><br>Following due consideration, it was:<br>**RESOLVED** that the financial statements for the year 2024-25 be approved.<br><br>**Updated Recovery Plan**<br>The COO explained that the School Financial Dashboards had been used to identify priorities within the Trust restructures.<br>A TLR and Leadership Review had been recommended by the SRMA at all 6 secondary schools and was now underway.<br>Closure of 6th Form at SSPP was anticipated.<br>Natural attrition was also responsible for some roles that had not been refilled.<br><br>**Pupil Numbers**<br>The COO advised that the Trust-wide pupil numbers were down by 176 against those budgeted for. The cost of the reduction was £1.1m.<br>The loss of pupils in-year from non-core year groups was higher than before.<br><br>**Mrs Walton queried whether any three-year trends were available for analysis and highlighted that certain schools may be particularly vulnerable.**<br>The COO noted that this had always been taken into account; however, there were insufficient numbers on the waiting lists to replace those pupils who had left. It was also confirmed that Exit Surveys for parents would be carried out. The Chair cautioned that the NCC bus subsidy would be withdrawn and may impact school numbers. The Chair suggested a Trust strategy was put in place to enable parents to respond to the consultation when it was proposed.<br><br>**Triennial Valuation of the LGPS**<br>The COO advised that reports had been received form 3 out of 4 Local Authorities, all showed a reduction in the contribution rates, which balanced out the loss from the reduction in pupil numbers.<br><br>**External Audit Outcome**<br>The COO reported a highly positive outcome with just 3 minor recommendations.<br><br>**NRCDT Document** |

| | |
|---|---|
| | The COO explained that this document had been put forward by Mr Burrough for noting ahead of the Member's Meeting, to be discussed later in the meeting.<br><br>The Chair thanked the COO for his reports. |
| **EC/110/25** | **Director of People's Report (confidential item)**<br>The following documents were tabled:<br>Restructure Summary - December 2025<br>Restructures Comms Plan – December 2025<br><br>**Update on Restructures and Future Plans**<br>*(3.21pm – Mrs Stanley joined the meeting)*<br><br>The Board received a report on restructures and future plans. The comms plan had been shared with Directors in advance via Trust Governor. The Directors were satisfied they had sight of the plan. Mrs Stanley requested that any feedback should be forwarded directly to her.<br><br>To note: the Lent term HR Committee had been moved from 26th February 2026 to meet the consultation timelines and would now take place on 17th March 2026.<br><br>*(This item has been redacted due to commercial and personal confidentiality)*<br><br>The Chair thanked The Director of People for her reports.<br>*(3.35pm – her report being complete, Mrs Stanley left the meeting).* |
| **EC/111/25** | **Safeguarding**<br>The following documents were tabled:<br>Safeguarding Report Part A & B – December 2025<br>Safeguarding Review – Board Progress Report – December 2025<br><br>**Safeguarding Report Parts A & B**<br>The Chair acknowledged that the Safeguarding report had been received via Committees and circulated on Trust Governor. The structure had been updated with the addition of half-termly reporting and high-risk areas.<br><br>**CEO's update on safeguarding matter (Confidential item)**<br>The Board considered a confidential safeguarding report received from CEO. Due to the sensitive nature of the matter, full details are recorded in separate confidential minutes.<br><br>The Directors considered the report, sought clarification on oversight arrangements, and were satisfied that appropriate safeguarding processes were in place.<br><br>The Chair thanked the CEO for his reports. |
| **EC/112/25** | **Governance**<br>The following documents were tabled:<br>➢ Chair & Governor Symposium Attendance 2025-26<br>➢ Director Visits to Schools 2025-26 Phase 1<br><br>**Feedback from CMAT Chairs' meeting on 19th November 2025**<br>The Chair explained that the CMAT Chairs' meeting had focussed on CMAT staffing restructures; output from Staff Voice Surveys; Members Meeting; Directors' training attendance.<br><br>**Chairs' Symposium feedback from symposium held on 18th November 2025**<br>The Chair explained that feedback from attendees had been that the content of the symposium was excellent. |

| | |
|---|---|
| | **Next symposium:** 5th March 2026 (4 symposia in 2025-26) – focus of the symposium would be the Ofsted New Framework.<br><br>A Director requested that Mrs Rich share with LGBs that the new Ofsted Framework asked questions regarding governor training. Mrs Rich agreed to action this matter.<br><br>**Symposium Attendance Report**<br>Mrs Rich explained at the last 2 Symposium had discussed governor DBS and restrictions on these. She explained that bad practise had prevailed in the past. Where governors had a DBS for activities with children in school, this DBS applied. However, it was not suitable for governance activity in school. Governors were not permitted or covered by their governance DBS to move around a school unaccompanied. Mrs Rich reported that she would be updating Heads again on this matter at the Headteacher forum.<br><br>The Chair thanked Mrs Rich for her reports. |
| **EC/113/25** | **Director Visits to Schools**<br>The following document was tabled:<br>Link Directors and contact details - October 2025<br><br>**Director Visit to Schools Programme updates (verbal) - matters arising**<br>Mrs Rich advised that 4 school visits were being carried forward to Lent 1 due to the reduced number of Directors. The Directors agreed to liaise with Mrs Rich on their availability for visits.<br><br>**Link Director Visits updates (verbal)- matters arising for the Board**<br>The Directors provided verbal reports on their visits to schools. Detail deemed confidential due to the sensitive nature of the information has been redacted.<br><br>**Proposed change to number of visits per term**<br>Mrs Rich advised that due to pressures on the current reduced number of Directors, the number of Director visits would be in 3 blocks of 9 schools per term.<br>Mrs Rich explained that she had shared a proposal with the Chair, that LAU, OLGC and LSB be allocated to Mr James Cooper.<br>Mrs Rich agreed to update her allocations and share with the Chair and Mr Green, prior to submission to Mr Cooper. |
| **EC/114/25** | **Annual Members' Meeting - Diocesan Centre, Mackworth - Thursday 29th January 1.30pm (approx. 90 minutes)**<br>The Directors agreed that this had been discussed during the body of the meeting and all were aware of the arrangements.<br><br>**Directors' Pre-meeting - Tuesday 20th January - 6pm - 7pm on MS Teams**<br>The Directors agreed that this had been discussed during the body of the meeting and all were aware of the pre-meeting arrangements.<br><br>**NRCDT Occupancy Document - for noting**<br>Directors RESOLVED that they had sighted the document from Mr Burrough that had been proposed at this meeting by The COO.<br><br>**Directors' Social Event**<br>The Directors confirmed that the social event had been scheduled to follow the Board meeting and Mrs Heaver had been invited. |
| **EC/115/25** | **Policies**<br>**Directly to the Board:**<br>• **Secondary Admissions Arrangements 2027-28 –** no changes |

| | |
|---|---|
| | • **6th Form Admissions Policy 2027-28 for each of: All Saints', Christ the King, St Peter and St Paul and The Becket. –** change of deadline date only.<br>• **Summary of consultation feedback to date regarding Primary arrangements and Trinity 6th Form - verbal update.** Mrs Rich advised that these were out for consultation until 19th December 2025. 20 responses had been received, mainly linked to the SEC reduction in PAN and included responses such as: sibling already at school; younger siblings not getting a place; place at secondary school; limit future growth. There were also some agreement and positive comments. Mrs Rich would submit a report on all once consultation was complete.<br><br>**From the Strategic HR Advisory Committee:**<br>• **Teachers' Pay Policy**<br>• **Support Staff Pay Policy**<br>• **Disciplinary Policy and Procedure –** A Director highlighted that on p3 the wrong policy was referred to which was the Redundancy and Restructuring Policy. The Clerk agreed to contact NRCDES as the policy owner.<br>• **Redundancy and Restructuring Policy**<br><br>**The Directors**<br>**RESOLVED to agree the policies directly to the Board.**<br><br>**From the Standards Committee:**<br>• **Low Level Concerns Protocol**<br>• **Online Safety Policy**<br>• **Pupil Mental Health and Wellbeing Policy**<br>• **SEND Policy ·**<br><br>**From the Finance & Estates Committee:**<br>• **Fixed Asset Policy**<br>• **Charging & Remissions Policy**<br>• **Financial regulations 2025-26**<br><br>**A 2-year review cycle was requested for:**<br>• **Minibus Policy (and 2 supporting appendices)**<br>• **Company Vehicle Policy**<br>• **Estates Policy**<br>• **PAT Testing Policy (and 3 supporting appendices)**<br>• **Asbestos Policy**<br>• **Lettings Policy**<br><br>**From the Audit & Risk Committee:**<br>• **Modern Slavery Statement**<br>**The Directors**<br>**RESOLVED to APPROVE all of the above policies.**<br><br>**Strategic HR Committee Policy Referral**<br>Mrs Rich explained that policies from the Strategic HR Committee did not follow the standard Trust course of policy referral via sub-committees. There was therefore no formal audit trail for these policies passing into the Trust. Approval from a non-subcommittee of the Board was officially required.<br>Mrs Rich confirmed that in future when those case where policies were referred to the Board direct, the Trust would receive the Strategic HR Committee minutes as the audit trail. |
| **EC/116/25** | **Dates of Next Meetings**<br>Meetings in the OLoL 2025-26 Schedule will take place at 2:00 pm on the following dates: |

| | |
|---|---|
| | • Wednesday 4th February 2026 - Trust Offices, Loxley House, Nottingham<br>• Thursday 26th March 2026 - Our Lady of Lincoln Primary School, Lincoln<br>• Wednesday 20th May 2026 - Trust Offices, Loxley House, Nottingham<br>• Thursday 16th July 2026 - Our Lady of Lincoln Primary School, Lincoln |
| **EC/117/25** | **Determination of confidentiality of business**<br>The Committee considered whether anything discussed during the meeting should be deemed confidential due to the sensitive nature of the information. It was<br>**RESOLVED** that all papers plus individual names and schools, specific CEO report items; items concerning Ofsted; HR reports; staffing; finance reports and recovery plan; specific current safeguarding issues and all of the Director of People's report and related discussions, sub-committee minutes, any public version of extraordinary HR and Pay Committee minutes only.<br><br>would **REMAIN CONFIDENTIAL** and excluded from any minutes to be made available for public inspection. All meeting papers remain confidential. |
| **EC/118/25** | **Closing Prayer**<br>The meeting closed with a prayer. |
| | **The meeting closed at 4.45pm** |
| | |