

Cardinal Newman Catholic School  
 Minutes of the Full Governing Body  
 Meeting Date: Wednesday 8 November 2017  
 Meeting Time: 19.00 hours

Attendees	Initials	Role	Attendees	Initials	Role
Tim Williamson	TW	Foundation Governor	James Kilmartin	JK	Head teacher
Carolyn Sheehan	CShe	Co-opted Governor	Sandra Murphy	SM	Co-opted Governor
Fr. John Hull	JH	Foundation Governor	Nick Wells	NW	Foundation Governor
Cathy Atherton	CA	Foundation Governor	Antonella De Santo	ADS	Foundation Governor
Christine Henson	CH	Co-opted Governor			
In attendance	Initials	Role	In attendance	Initials	Role
Andy Thomas	AT	Clerk to the Governing Body	Mhairi Miller	MM	HR Manager
Des McGuckian	DM	Prospective Governor	Sharon Lie	SL	Prospective Governor
Apologies	Initials	Role	Absent	Initials	Role
Gerard Silverstone	GS	Foundation Governor	Gemma Bond	GB	Parent Governor
Steve Walsh	SW	Foundation Governor			
Kerry Clarke	KC	Local Authority Governor			

The quorum is 50% of the current membership of the Full Governing Body, which was 13 at the time of the meeting. The number of Governors attending was 9. The meeting was therefore quorate.

Minute No.	Agenda item, discussion and decisions	Action
	<b>1. Opening prayer</b>	
1.1	The Chair opened the meeting and welcomed those present The meeting was opened in prayer by JH.	
1.2	Louise Hulton, a former Governor who had sadly passed away a year previously, was remembered.	
	<b>2. Apologies</b>	
2.1	Apologies had been received from GS, SW and KC. These were duly accepted. GB was not present.	
2.2	CH was welcomed to her first meeting 'proper' as a newly appointed Co-Opted Governor.	
2.3	Guests Des McGuckian and Sharon Lie, both prospective Foundation Governors, were welcomed.	

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2.4	It was noted that a total of three Foundation Governor applications were pending, the other being Bernadette Hopper.	
3.1	<p style="text-align: center;"><b>3. Freedom of Information reminder</b></p> Governors were reminded that business should be conducted in an open way which stands up to public scrutiny, and that all non-confidential minutes would be published on the school's website.	
4.1	<p style="text-align: center;"><b>4. Declarations of pecuniary and other interest</b></p> None were declared.	
5.1	<p style="text-align: center;"><b>5. Minutes of meeting held on 12 October</b></p> The draft minutes of the meeting held on 12 October 2017 had been circulated in advance of the meeting.	
5.2	<ul style="list-style-type: none"> <li>• <b>Accuracy</b></li> </ul> Both the main minutes and the associated 'PINK' confidential minute were agreed as a true record. The main minutes would be re-circulated.	<b>Clerk</b>
5.3	<ul style="list-style-type: none"> <li>• <b>Matters arising</b></li> </ul> Reference was made to the Action Points recorded in the minutes of the 12 October meeting and the following actions were agreed: <ul style="list-style-type: none"> <li>- Follow up business interest declaration forms.</li> <li>- Conduct terrorist incident training (January 2018); subsequently circulate updated manual; feed in DM's experience.</li> <li>- Include exclusion data in Head's report to next FGB.</li> <li>- Business Manager to attend January FGB to update on data protection.</li> <li>- Claire Jarman to attend December FGB re: SIGS.</li> <li>- Update on Single Central Record to be given to Governing Body.</li> <li>- Safeguarding/ Child Protection booklet returns to be followed up with Annette Kelly.</li> <li>- Governing Body Code of Practice returns to be followed up.</li> <li>- Newman College plan to be discussed at December FGB.</li> <li>- Link Governor assignments to be enacted.</li> </ul>	<b>Clerk</b> <b>JK</b> <b>JK</b> <b>B. Mgr</b> <b>C. Jarman</b> <b>MM</b> <b>Clerk</b> <b>Govs./ Clerk</b> <b>JK/ Clerk</b> <b>Govs./ Clerk</b>

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	<p><b>6. SLT restructure proposals</b></p> <ul style="list-style-type: none"> <li>• <b>Proposals</b></li> </ul>	
6.1	Reference was made to the Business Case which had been circulated in advance of the meeting. Hard copies were also distributed to those present [and collected at the end]. The confidentiality of the document was emphasised.	
6.2	<p>JK made a Powerpoint Presentation which covered the following key points:</p> <ul style="list-style-type: none"> <li>- <i>The restructure would reduce the number of SLT posts.</i></li> <li>- <i>People would be at the centre of the process.</i></li> <li>- <i>There would be a focus on an effective structure, excellence and genuine consultation.</i></li> <li>- <i>The aim would be for a united way forward and the avoidance of division.</i></li> <li>- <i>The rationale was the need both to address a projected financial deficit of £500k by 2019/20 and to establish a Senior Leadership structure which would enable the delivery of strategic plans and act strategically to take advantage of new opportunities.</i></li> <li>- <i>The aim was for the new SLT structure to be in place by Summer 2018 to plan for the 2018/19 academic year and to provide leadership on any further necessary restructuring.</i></li> <li>- <i>The timetable would maximise time for staff to explore other job opportunities and for salary costs to be determined asap.</i></li> <li>- <i>Detail of the current SLT structure was given.</i></li> <li>- <i>Detail of the proposed new SLT structure was given.</i></li> <li>- <i>The proposals included a reduction of three SLT posts; clearer lines of accountability; and delegation of responsibility.</i></li> <li>- <i>The proposals represented further evolution to ‘schools within the school’ and a student-centered structure which would enable a focus on progress.</i></li> <li>- <i>The new structure would enable the Headteacher to be more strategic and outward looking, in line with the aims of the school.</i></li> <li>- <i>Currently the Headteacher was too operationally focussed. The establishment of an Executive Headteacher role would represent a higher level of strategic thinking and a greater emphasis on coaching, delegating and achieving change through others.</i></li> </ul>	

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6.3	<ul style="list-style-type: none"> <li>- <i>The Executive Headteacher role would also improve capacity to be outward looking and take advantage of new opportunities (including in relation to Academisation and federation with other schools).</i></li> </ul> <p><b><i>In response to questions arising from the presentation the following was stated:</i></b></p> <ul style="list-style-type: none"> <li>- The Head of College would be managed by the Executive Headteacher, rather than by the Head of School.</li> <li>- Possible changes to the proposed structure identified by the Resources Committee had been fully considered but it had been felt that the original model was preferable.</li> <li>- Federation models were being discussed with other schools as an alternative to Academy status.</li> <li>- Pages 4 and 5 of the Business Case set out the role of the Governing Body in the process. The next steps were that Governing Body authority was required to proceed with the restructure and to establish Governor Panels. Points 1-3 on page 5 set out the authorities required if the Business Case was approved.</li> <li>- The Business Case represented the ‘de facto’ report to the Governing Body on this matter.</li> </ul>	
6.4	<p><b><i>In response to questions on the Business Case document the following was stated:</i></b></p> <ul style="list-style-type: none"> <li>- Respective subject and Year responsibilities were integrated by virtue of pastoral leaders being outwith the SLT and responsibility for driving progress being assigned to the Assistant Heads of School.</li> <li>- Pastoral leaders would also be progress leaders.</li> <li>- Subject leaders would be managed by the Deputy Head of School. There were also other mechanisms for this within the structure. Subject leaders were not identified in the structure model for practical reasons.</li> <li>- Religious Education and Catholic life/ ethos were among a huge range of responsibilities (set out on page 40 of the Business Case) that needed to be allocated. This would take place once people were allocated to posts. Catholic ethos would however ultimately rest with the Executive Headteacher, Head of School and Head of College. The Head of Chaplaincy was currently a member of the SLT.</li> <li>- The references to ‘ringfenced’ and ‘slotted’ roles within the document meant that only certain staff could apply for certain roles if these were ringfenced; and if there was no competition for a particular role the</li> </ul>	

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	<p>relevant member of staff would be assigned.</p> <ul style="list-style-type: none"> <li>- An assessment/ testing process would be undertaken to determine the extent to which skills matched roles. There was a need to avoid placing the wrong people in the wrong roles. A competitive process may be seen as positive in this regard. The relevant Governor Panel (GRP) could assist with interviews.</li> <li>- Role descriptions did not narrow suitability down to particular individuals. Wide deployment options were available. Post holders would in any case delegate.</li> </ul>	
6.5	<p>There was a discussion on 'reserved posts' (for those of a Catholic affiliation). In relation to Newman College, Diocese authority in this matter was noted but also the College was an 'open offer' within the City. Currently the Headteacher, Deputy Headteacher, Head of RE and Chaplain were reserved posts but the Diocese also wished the Head of College to be established as such.</p>	
6.6	<p>Following discussion it was agreed that the proposal to make the Head of College a reserved post should be discussed further with the Diocese. Account needed to be taken of the fact that the 'talent pool' of practising Catholics was reducing (indeed some were working in C&amp;E schools).</p>	JK
6.7	<p>It was noted that the Diocese was apparently in possession of a significant level of detail about the restructure proposals, despite the matter being confidential. This was worrying. Informally an investigation into this would be undertaken.</p>	JK
6.8	<p><b><i>In response to additional questions the following was stated:</i></b></p> <ul style="list-style-type: none"> <li>- There would be coordination between Assistant Headteachers. They would have primary responsibility for Year groups but this would not limit the scope for line management duties. There were 16-20 subjects, each of which required line management at the highest level. Some intended 'lines' of responsibility had not been included in the graphic set out in the Business Case document.</li> <li>- Some tension between pastoral and other needs was unavoidable. That was the case at present but the aim was to reduce it.</li> <li>- Responsibilities had been based on Year groups, not subjects, as ultimately the focus was on students.</li> <li>- The Head of College, in addition to teaching, would have responsibilities for safeguarding and timetabling etc.</li> <li>- The specific allocation of responsibility for SEN/ disadvantaged pupils at this stage may limit deployment options.</li> <li>- It was recognised that the above were key issues and they were</li> </ul>	

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	<p>reflected as such in the Business Case. In any case responsibility for specific Year groups included such discrete groups.</p> <ul style="list-style-type: none"> <li>- The aim was to delegate specific responsibility for discrete pupil groups to lower levels, with senior leaders being more strategic.</li> <li>- Potential redundancy costs would vary according to the individuals involved. Nevertheless choices would be made on merit not on cost grounds. The restructuring process would in any case carry up-front costs, but financial benefits would accrue in the long term.</li> <li>- A letter from the Local Authority was included at Annex 5 to the Business Case. The question of whether it would allow a higher short-term spend would require further discussion.</li> </ul>	
6.9	The Business Case was formally agreed. It was noted that there would be more 'flesh on the bones' arising from consultation mechanisms. It was acknowledged that the process had been thorough and the Governing Body expressed its thanks to HR Manager Mhairi Miller.	JK/ MM
6.10	The Governors' Panel (GRP) would receive a report in January 2018. There would be more certainty around people at that point.	
	<ul style="list-style-type: none"> <li>• <b>Governor panels</b></li> </ul>	
6.11	It was agreed that the main Governors' Panel (GRP) would be renamed the Governors' Restructuring Panel (from Governors' Resource Panel).	MM
6.12	Following discussion it was agreed that the GRP would consist of CA, CH, CShe, KC (chair as Governing Body Vice Chair) and NW; and that the Appeals Panel would consist of JH, SM (chair as Governing Body Vice Chair) and SW.	MM
6.13	As per paragraph 2b in the table on page 5 of the Business Case, it was agreed that authority would be given to the GRP to consider the Final Report naming those provisionally selected for potential redundancy; and to determine which staff should cease to be employed based on the recommendations to dismiss those selected following a selection process.	
6.14	As per paragraph 3 in the table on page 5 of the Business Case, it was agreed that authority would be given to the Appeals Panel to hear appeals if any individuals raised concerns about process and/ or were selected for potential compulsory redundancy and wished to appeal against the decisions of the GRP.	
6.15	Thanks were given to MM for the helpful document. It was acknowledged that this was a time-consuming and difficult process for the school.	
6.16	<p><u>Communications/ Consultation</u></p> <p>A meeting would be held with the unions on Tuesday 14 November. Immediately</p>	

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6.17	<p>thereafter the Business Case would be given to the SLT. All staff would then be spoken to. It was noted that GS would support JK on communications.</p> <p>Following discussion it was agreed that a weekly update to staff should be produced and, acknowledging the impact on staff, Chaplain support put in place.</p>	JK/ GS
7.1	<p><b>7. Headteacher's Report</b></p> <ul style="list-style-type: none"> <li>• <b>Latest Value Added/ Progress 8 data Summer 2017</b></li> </ul> <p>A final analysis of Summer results was underway. Things were looking increasingly good at GCSE level. The Progress 8 score was in the top 18% of schools. There was a positive Progress 8 score in almost all prior attainment groups. This established a strong position for Ofsted purposes.</p>	JK
7.2	<p>A-Level value-added results were at Level 3 and above. These were moving in the right direction.</p>	
7.3	<p><b><i>In response to a question</i></b> it was stated that forecast data was still being collated. The strongest data would be available after the 'pre-public' (mock) examinations. Data would be circulated when ready.</p>	
7.4	<ul style="list-style-type: none"> <li>• <b>Feedback from counter terrorism audit</b></li> </ul> <p>JK and the Business Manager had attended a Local Authority conference on this matter. There had been a good presentation highlighting the importance of vigilance.</p>	
7.5	<p>An expert would come into the school to conduct training for staff. All staff would be trained on the issue. Governors could also participate.</p>	
7.6	<p>A site audit had been undertaken. Practical and low cost solutions had been identified.</p>	
7.7	<p>The SLT and others had carried out a 'table top' exercise to promote thinking on this issue, which was an extension of Safeguarding work and safety in general.</p>	
7.8	<p><b><i>In response to a question</i></b> it was stated that pupils bringing weapons into school was not a particular matter of concern. However this was not the case in other schools. An intelligence-led approach was taken and occasional searches conducted.</p>	
7.9	<ul style="list-style-type: none"> <li>• <b>Data protection audit</b></li> </ul> <p>An expert had been invited into the school. JK and the Business Manager had held a meeting with data managers. A tour of the site had been undertaken. A report would be produced.</p>	
7.10	<p>Overall a good job was being done in this area but there were some gaps and therefore potential for breaches. A proper asset management register was</p>	

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7.11	<p>needed. A remote access mechanism carried risk and would require appropriate training. Emails carried risk and care on content was required.</p> <p><b><i>In response to a question</i></b> it was agreed that advice should be taken in relation to how long school data should be retained. It was noted that a previous report (the Goddard report) had made specific recommendations on this aspect. An encryption solution may be key.</p> <ul style="list-style-type: none"> <li>• <b>Recent Ofsted advice</b></li> </ul>	JK
7.12	<p>There had been a significant amount of output from Ofsted recently, following the appointment of a new Chief Executive. The importance of access to a rich curriculum was being emphasised, which matched the school's approach and would be a matter of celebration in the context of any inspection.</p>	
7.13	<p>Ofsted was also now emphasising the need to focus on 'the bigger picture' instead of small sets of data. This was to be welcomed and hopefully would be reflected in the Ofsted inspection process. It was noted that very small numbers of pupils had had a dramatic detrimental impact on the school in the past.</p>	
7.14	<p>Governors TW, KC, SM and GB would make themselves available in the first instance, with others being called upon as necessary.</p> <ul style="list-style-type: none"> <li>• <b>Exclusion data</b></li> </ul>	
7.15	<p>As per the action agreed earlier in the meeting [para. 5.3 refers], a detailed analysis and report would be given at the next meeting. More exclusions had been anticipated than had occurred in practice. Good behaviours had increased. However there had been a 'spike' of drug-related exclusions prior to half-term.</p>	
	<p><b>8. Resources Committee</b></p> <p>8.1 It was noted that a special meeting of the Resources Committee to consider restructuring had been held on 10 October.</p> <p>8.2 The following key issues were reported:</p> <ul style="list-style-type: none"> <li>- A surplus of £137k was anticipated, as opposed to a break-even originally expected.</li> <li>- The Committee had discussed the funding of potential redundancy costs and associated liaison with the Local Authority.</li> <li>- There were reserves of £400k in the Governors' Fund. Asset management works needed to be done, but some could be used to offset the Newman College loan and/or potential redundancy costs.</li> <li>- There was a question mark over potential redundancy costs. <b><i>In response to a question</i></b> it was stated that discussions had taken place with Local</li> </ul>	

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8.3	<p>Authority HR but no additional funding was available and deficit budgets would not be authorised.</p> <p>Following discussion, it was agreed that a letter should be submitted to the Local Authority on the specific question of a deficit to fund potential redundancy costs. The letter would be drafted in consultation with the Business Manager.</p>	CShe/ B. Mgr
8.4	<p>A Local Authority model pay policy had not yet been agreed. A conversation was ongoing about possible additional LA funding to enable all teachers to receive a 2% pay increase. Headteachers were seeking guarantees. Budgets included provision for only 1%.</p>	
8.5	<p><b><i>In response to questions the following was reported:</i></b></p> <ul style="list-style-type: none"> <li>- There were some financial resources which could be diverted to avoid a delay to restructuring and/or meet pay costs.</li> <li>- Options to secure additional funding for potential redundancy costs would be explored further with the Local Authority [para. 8.3 refers].</li> </ul>	
8.6	<p>A Lettings Policy had been approved by the Resources Committee. The school had good buildings which should be taken advantage of. Enquiries were coming in.</p>	
8.7	<p>The Committee had agreed to the establishment of a school dog on a trial basis. This was working well and was making a big impression on vulnerable students. <b><i>In response to a question</i></b> it was confirmed that the trial period was 4-6 months. Costs were being kept under review, with the aim being nil.</p>	
8.8	<p>Reference was made to the minutes of the Resources Committee meeting on 20 September, which had been circulated in advance. These were noted.</p>	
<p><b>9. AOB - notified to the Chair in advance of the meeting</b></p> <p><i>i. <u>Link Governors</u></i></p>		
9.1	<p>Governors were encouraged to take forward their Link Governor responsibilities [para. 5.3 refers] and book in the necessary time.</p>	
<p><i>ii. <u>Governing Body membership</u></i></p>		
9.2	<p>It was confirmed that there were three Foundation Governor applications pending [para. 2.4 refers]. A call for nominations for the Staff Governor and Parent Governor vacancies was in hand.</p>	
9.3	<p>The following recommendations for Associate Member appointments were made (noting that Associate Members were not Governors had did not have FGB voting rights):</p> <ul style="list-style-type: none"> <li>- Former Staff Governor and CNCS Head of RE Roger Galvin. This would</li> </ul>	

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9.4	<p>retain a clear link to the Catholic ethos of the school</p> <ul style="list-style-type: none"> <li>- Fi Branagh, from whom an application for Co-Opted Governor had been circulated prior to the previous FGB meeting. She was a parent and a lead tutor at Sussex University. She was a supporter of the school and had previously recommended science teachers. She also had a relevant skills base.</li> </ul> <p>The above Associate Member recommendations were agreed.</p>	<b>Clerk</b>
10.1	<p style="text-align: center;"><b>10. Date of next meeting – Thursday 7 December @ 7pm</b></p> <p>The next meeting would be held on Thursday 7 December 2017 at 7pm.</p>	
10.2	<p>There being no further business the meeting was duly closed.</p>	

Signed \_\_\_\_\_ Chair of Governors

Date \_\_\_\_\_

Documents attached to the minutes:

1. Draft minutes of meeting on 12 October 2017.
2. SLT restructure Business Case.
3. Draft minutes of Resources Committee meeting 20 September 2017.

**Action list**

Minute	Action	Responsibility	Date
5.1	Recirculate 12 October minutes.	<b>Clerk</b>	Before 7 December FGB
5.3	Follow up business interest declaration forms.	<b>Clerk</b>	ASAP
5.3	Conduct terrorist incident training (January 2018); subsequently circulate updated manual; feed in DM's experience.	<b>JK</b>	January 2018
5.3	Include exclusion data in Head's report to next FGB.	<b>JK</b>	Before 7

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			December FGB
5.3	Business Manager to attend January FGB to update on data protection.	<b>B. Mgr</b>	January FGB
5.3	Claire Jarman to attend December FGB re: SIGS.	<b>C. Jarman</b>	December FGB
5.3	Update on Single Central Record to be given to Governing Body.	<b>MM</b>	Not specified
5.3	Safeguarding/ Child Protection booklet returns to be followed up with Annette Kelly.	<b>Clerk</b>	ASAP
5.3	Governing Body Code of Practice returns to be followed up.	<b>Govs./ Clerk</b>	Not specified
5.3	Newman College plan to be discussed at December FGB.	<b>JK/ Clerk</b>	December FGB
5.3	Link Governor assignments to be enacted.	<b>Govs./ Clerk</b>	ASAP
6.6	Discuss Newman College reserved role proposal further with Diocese.	<b>JK</b>	ASAP
6.7	Investigate apparent breach of confidentiality re: restructure proposals as outlined.	<b>JK</b>	ASAP
6.9	Implement restructuring Business Case.	<b>JK/ MM</b>	ASAP
6.11	Rename GRP the 'Governors' Restructuring Panel'.	<b>MM</b>	ASAP
6.12	Implement Governors' Restructuring Panel (GRP) and Appeals Panels.	<b>MM</b>	ASAP
6.17	Produce weekly staff updates on restructuring and establish Chaplain support.	<b>JK/ GS</b>	November 2017
7.3	Circulate Forecast data when ready.	<b>JK</b>	When ready
7.11	Take advice on data storage.	<b>JK</b>	Not specified
8.3	Submit letter to the Local Authority on redundancy costs as outlined.	<b>CShe/ B. Mgr</b>	Not specified
9.4	Establish two new Associate Members.	<b>Clerk</b>	ASAP