

Cardinal Newman Catholic School
 Minutes of the Strategy committee
 Meeting Date: Tuesday 10 November 2015 in the Headteacher's office
 Meeting Time: 07.30 hours

Attendees	Initials	Role	Attendees	Initials	Role
Domenica Maxted	DM	Chair Foundation Governor	Paul Miller	PM	Staff Governor & Deputy Headteacher
Claire Webster	CW	Foundation Governor	Annette Kelly Deputy Head	AK	Co-opted staff
James Kilmartin	JK	Staff Governor & Headteacher			
Apologies			In attendance		
Claire Jarman Deputy Head	CJ	Co-opted staff	David Harvey	DH	Temporary Clerk
Louise Hulton	LH	Foundation			
Cathy Hoar	CH	Foundation			

**The agreed quorum for this committee is 3 governors of whom
 2 are not employed by the school - the meeting was quorate**

Agenda Item	Discussion and Decisions	Action
1.	Opening prayer The meeting was opened in prayer by JK.	
2.	Apologies Apologies were received from Claire Jarman. These were accepted. Also not present at the meeting were Louise Hulton and Cathy Hoar.	
3.	Freedom of Information reminder 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.	Declarations of pecuniary and other interest There were no declarations of interest.	

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5.	<p>Minutes of the meeting of 29.9.15</p> <p>The minutes were agreed as an accurate record.</p> <p>Matters arising:</p> <p><i>East Field</i></p> <p>5.1 JK reported that Pinaki Ghoshal (local authority (LA) Director of Children's Services) had become involved to broker a <i>modus vivendi</i>. It had been good from CNCS point of view that the LA had declared East Field to be a school playing field. In addition, the LA had agreed to create a community garden area for local resident dog walkers, fenced off and separated from the main part of the school field used for physical education (PE). Also the school had been obliged to accept the creation of a pathway for Dyke Road park. JK expressed the hope that all this would amount to a settlement, avoiding the risks of dogs being left off their leads.</p> <p>5.2 Governors asked if dogs were still appearing on the field. JK acknowledged this was the case, given that works (slowed down by poor weather) were still ongoing.</p> <p>5.3 Governors asked if a formal agreement was now in place. JK was uncertain if this arrangement could be categorised as such. Nevertheless the LA had agreed to the scheme and at the same time confirming the area was a school field. Unfortunately there was still a chance for a small group of local residents to challenge this arrangement, by means of making a 'village green' application. But there was no indication of this happening yet.</p> <p><i>Parent/Governor meeting</i></p> <p>5.4 JK reported that the RUOK team (a substance misuse charity) had made an offer of presenting a talk to pupils on 9 December about the dangers of drugs and alcohol misuse. This would be good time for such a presentation, given its proximity to general festive celebrations taking place during December.</p> <p>5.5 Governors emphasised the importance of such a presentation being made and asked if the time could be changed (shifted to 18.00 from 19.00 hours) in order that the FBG meeting go ahead at</p>	<p>Action – timing of RUOK presentation and FGB meeting of 9 December - DM</p>

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	19.30 hours on the same date, i.e. 9 December.	
6.	<p>School Development Plan (SDP)</p> <p>6.1 JK recalled circulating a copy of the SDP at the last committee meeting. He was now engaged with its implementation, making sure that sections were being correctly linked with the appropriate governors' committee; for example modernisation with Resources, faith journey and behaviour & learning with Caritas & Ethos.</p> <p>6.2 JK spoke of a focus of work on increasing attendance, even though CNCS was top in this regard in Brighton & Hove. With this in mind, on disadvantaged children, JK drew attention to a statistical analysis on Year 11, where this group of pupils had done better than their non-disadvantaged peers. JK stated that a big part of this strategy had been to create the position of an attendance and pastoral manager.</p> <p>6.3 AK commented that Pupil Premium (PP) would be linked to three committees, Achievement & Standards, Caritas & Ethos and Resources. Governors stated that this issue would have to be tracked and monitored, acknowledging the difficulties in this regard. AK commented that attendance as an issue went right across the school, taking into consideration points such as e.g. PP, ethnicity, male & female.</p> <p>6.4 JK spoke of his intention that the SDP be fully embedded in the school. As another part of this work, all Year 11 pupils would be interviewed to learn of their post-16 plans.</p> <p>6.5 The Chair noted the allocation of behaviour & learning, modernization and faith journey to governor committees. Each committee chair would report specific highlighted issues to the FBG.</p> <p>6.6 JK stated that he would work on presenting the SDP to the school population. He acknowledged that the communication of key messages could be better managed. With this in mind, the presentation would be enhanced, main headlines of the four key themes identified for people to remember.</p>	
7.	<p>Recruitment of Commercial Business Manager</p> <p>7.1 JK recalled that the school office position of Human Resources (HR) and Finance director had been made redundant. A review of</p>	

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	<p>functionality had been commissioned, as to having someone in this position, who would be properly qualified. The review had put an emphasis on making the role more focussed, as the previous job had been too heavily loaded. Now there would be a specific focus on the strategic elements of finance, premises and ICT.</p> <p>7.2 JK spoke of the need for the school to improve on its income generation efforts, given finances were likely to become tighter in future. Academies were setting the example of generating incomes of £800K to £1M, using assets such as in-house catering, parking space rental and conference facilities. A commercial business manager would work on developing such opportunities.</p> <p>7.3 JK stated that it was important to remember that the school already had finance and HR (with LA support) managers, also an excellent premises team. The functionality review had showed a degree of staff feeling disempowered, not being able to come forward with ideas.</p> <p>7.4 Governors asked whether other schools had similar positions in place. JK believed this to be the case, but such staff had much greater responsibilities and too large roles.</p> <p>7.5 JK confirmed that he would start the process this week, to look for someone that would be rated the equivalent of an assistant headteacher. Such a staff member would be paid a salary provisionally up to £60K with the additional benefit of time flexibility and report to the headteacher.</p> <p>7.6 JK emphasised that, although the intention was to improve the school's income stream, the focus would not be on making a profit rather for the school to build up a funding surplus.</p>	
8.	<p>Functionality Review Strategy</p> <p>8.1 JK stated that, following the HR and Finance director's position being made redundant, this review had been commissioned. A negative picture of a closed, hierarchical and non-empowering system had emerged. Fact finding in the report had presented important opportunities.</p>	

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	<p>Confidential – begins</p> <p>8.2 JK spoke of the need to move away from paper based processes, i.e. reprographics.</p> <p>8.3. JK commented that one idea highlighted had been to create new team formations, e.g. merging secretaries, reception and records into one team to work together and be more flexible as a result.</p> <p>8.4. Another idea had been to look at physically restructuring the school. CNCS would work with architects to formulate a Local Authority Co-ordinated Voluntary Aided Programme bid (LCVAP) of £400K to remodel the reception area into a new one for administration.</p> <p>Confidential – ends</p> <p>8.5 JK confirmed that he had agreed a draft report, which governors ought to see (Resources and Caritas & Ethos committees).</p> <p>8.6 Governors asked how this amount of work would be managed and the organisational development of matters, i.e. the cultural aspects. JK acknowledged that there would be a profound change to the cultural aspects of the school and a need to win over hearts and minds over proposed alterations. Work would be done with Shirlaws on implementation.</p> <p>8.7 JK stated that the LA had undertaken to support this work. HR in the school had already been enhanced, with the recent recruitment of an assistant. Part of the work in this area would look at making job descriptions give a more accurate picture of what staff should be doing and fitting the salary structure better as a result.</p> <p>8.8 The Chair thought it was good to see roles being extended but stressed the need for governors to monitor what was happening with regard to this culture change as a result of action being taken on the implementation plan.</p> <p>8.9 JK noted that there had already been some changes put into effect, with attendance being moved to the pastoral manager, an arrangement which was working better. In addition, JK believed that</p>	

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	there ought not to be a division between support staff, teaching assistants and teachers. With this in mind, notice of the appraisal review process had been sent out to all staff at the same time.	
9.	<p>Disadvantaged students</p> <p>9.1 JK described this issue as being a great challenge for the school, in particular addressing the gap on maths and English. However the situation was changing, in that recently disadvantaged were doing better than non-disadvantaged students.</p> <p>9.2 JK informed the committee that a data paper was being prepared for governors, to demonstrate what was being done on this issue – both in the short and long term.</p> <p>9.3 With regard to the long term, attendance and (particularly) literacy were being worked on. On the latter, an accelerated reading scheme had been put in place for Years 7 and 8, which was already having an impact. On the former, this was being tracked carefully with every pastoral leader knowing who their PP children were.</p> <p>9.4 PM added that consideration was being given to allow certain PP students to drop third or fourth subject options, in order to allow them to focus on English and maths.</p> <p>9.5 JK stated that a teacher had been specifically employed to work with PP pupils on English and maths. In addition, Clare Jarman would produce a report for discussion by governors at the FBG meeting in December.</p> <p>9.6 JK concluded by informing the committee that the school had a rigorous benchmarking scheme in place (although not deployed at first entry into the school) to obtain an accurate profile of students.</p> <p>9.7 Governors agreed that Disadvantaged Students should be on the agenda at every FGB meeting and that Claire Jarman would give an update on 9/12/15.</p>	Action – preparation of report for FBG discussion – CJ.
10.	Agree agenda for FGB – proposed date Wednesday 9 December 2015	

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	<p>10.1 The Chair informed the committee that governors were working on the assumption that 9 December (not 8 December as previously scheduled) would be the date of the next FBG meeting.</p> <p>10.2 JK agreed to provide a headteacher update report.</p> <p>10.3 The Chair asked that examination results, the sixth form and PP be agenda items as well. JK agreed these suggestions, proposing an academy update as well.</p> <p>10.4 JK added that, with regard to the sixth form, recruitment had not been as high as expected, given the increase achieved by BHASVIC. It was true to say that post 16 education funding was in crisis, with the government looking to achieve savings by merging colleges. A number of educational establishments in Brighton & Hove were feeling under pressure as a result.</p> <p>10.5 Governors thought it would be good to have a lead governor appointed for training at the FBG and this be put forward as an agenda item. The Chair added that bespoke training had been provided and of good quality, e.g. on finance and panel chairing.</p>	
11.	<p>AOB</p> <p><i>Recruitment of new clerk</i></p> <p>11.1 The Chair agreed to consult JK separately on this subject.</p> <p><i>Pay</i></p> <p>11.2 JK asked that governors consider providing extra support for decisions taken on pay awards, particularly on the upper scale which were not straightforward. For example, there had been requests for accelerated increases (i.e. more than one spine point) but although there was scope in the policy to allow these, criteria to apply was not always clear.</p> <p>11.3 JK thought it would be good for the Resources committee to set a date, whereby he could report to it with a scrutiny recommendation.</p> <p>11.3 Governors agreed that it was a good idea for the headteacher to have this type of recourse or oversight. The Chair agreed that she</p>	<p>Action – Chair to be present at Challenge Partners review feedback session – DM</p>

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	would consult with the chair of the Resources committee to discuss this idea further. <i>Challenge Partners</i> 11.4 The Chair thought that governors should be aware of this review, due to take place from 23 to 25 November. The Chair would be present at the feedback session.	
12.	Date of next meeting – Tuesday 19 January 2016 at 7.30am	

Signed Chair

Date.....

Papers attached to the minutes

1. Minutes of the meeting on 29 09 2015

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