

Cardinal Newman Catholic School
Minutes of the Full Governing Body
Meeting Date: Thursday 22 March 2018
Meeting Time: 19.00 hours

Attendees	Initials	Role	Attendees	Initials	Role
Kerry Clarke	KC	Local Authority Governor	James Kilmartin	JK	Head teacher
Carolyn Sheehan	CShe	Co-opted Governor	Antonella De Santo	ADS	Foundation Governor
Fr. John Hull	JH	Foundation Governor	Nick Wells	NW	Foundation Governor
Cathy Atherton	CA	Foundation Governor	Steve Walsh	SW	Foundation Governor
Des McGuckian	DM	Foundation Governor			
In attendance	Initials	Role	In attendance	Initials	Role
Roger Galvin	RG	Associate Member	Fi Branagh	FB	Associate Member
Paul Miller	PM	Deputy Headteacher	Claire Jarman	CJ	Deputy Headteacher
Bernadette Hopper	BH	Prospective Governor	Jane Burroughs	JB	Business Manager
Andy Thomas	AT	Clerk to the Governing Body			
Apologies	Initials	Role	Apologies	Initials	Role
Tim Williamson	TW	Foundation Governor	Sandra Murphy	SM	Co-opted Governor
Christine Henson	CH	Co-opted Governor	Gerard Silverstone	GS	Foundation Governor
Gemma Bond	GB	Parent Governor	Sharon Lie	SL	Prospective Governor

The quorum is 50% of the current membership of the Full Governing Body, which was 14 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
1.1	1. Opening prayer The meeting was opened in prayer by JH and introductions conducted.	
2.1	2. Apologies Apologies had been received from TW, SM, CH, GS, GB and SL. These were duly accepted.	
3.1	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.	

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4.1	<p>4. Declarations of pecuniary and other interest</p> <p>None were declared.</p>	
5.1	<p>5. Minutes of meeting held on 21 February 2018</p> <p>The draft minutes of the previous meeting had been circulated.</p>	
5.2	<p>• Accuracy</p> <p>The following minor amendments were agreed:</p> <ul style="list-style-type: none"> - Para 6.10: amend 'disbursed' to read 'dispersed'. - Para 6.24: Delete final sentence beginning 'Ofsted.....'. - Para 7.2: Delete third bullet point beginning 'The SLT.....'. - Para 7.2: Amend 'in' to read 'within' in the (existing) fifth bullet point. 	
5.3	<p>Subject to the above amendments, the minutes were agreed as a true record. They would be duly signed by the Chair and placed on the school website.</p>	AT
5.4	<p>• Matters arising</p> <p>Reference was made to the Action Points from the previous minutes and the following further comments/ actions noted (other Actions having been completed):</p> <ul style="list-style-type: none"> - FGB schedule planner: add CShe. - Drugs policy: the letter was due out and publicity would also be taken forward through social media and parents' events. - Report of Governing Body Chairs' meeting: to follow. - Link Governors: Governors to take the lead and make contact with the school Link Leaders. - Bespoke courses for Governors: costings to be referred to the Resources Committee. - Post-Ofsted celebration: noted that things had now moved on. - RSL recruitment: SM had taken part in the recruitment board. Thanks were expressed to all who had volunteered. - MATs: a discussion had been timetabled for the next meeting. - Abusive parents: a policy had been drafted and signs placed in the school reception area. 	<p>AT</p> <p>TW/ KC</p> <p>Govs.</p> <p>TW/ AT</p> <p>JK/ AT</p>

Minute No.	Agenda item, discussion and decisions	Action
	<p style="text-align: center;">6. Headteacher's Report</p>	
6.1	<p>JK referred to his report written report, which had been circulated prior to the meeting, and invited questions. He emphasised the following matters:</p> <p><u>Application to become a teaching school</u></p>	
6.2	<p>This would represent a gateway/ access to funding; promote projects; and support teacher recruitment. It would not have been possible under 'Requires Improvement' status.</p>	
6.3	<p>Contact had been made with the Pavilion and Downs Teaching School Alliance. CNCS was to become a Trustee Member with responsibility for attendance, exclusions and support on English. A reciprocal arrangement was in place.</p>	
6.4	<p><i>In response to a question</i> it was reported that in relation to English, CNCS would identify underperforming schools and offer both staff and other support. Financial compensation would be forthcoming.</p> <p><u>SLT restructure</u></p>	
6.5	<p>This was now complete. The interviews for the RSL Year 7 post had taken place that week. Molly Rozier (subject leader for History) had been appointed.</p>	
6.6	<p>It was felt that it was good to have the process completed. This had been time consuming, difficult and emotional. The new structure had been communicated to parents, staff and Governors.</p> <p><u>Phase 2 restructure</u></p>	
6.7	<p>Local Authority HR had advised JK to seek agreement in principle from the Governing Body to Phase 2 of the restructuring process. There would be a report on the specific proposals at the next FGB meeting.</p>	JK/ AT
6.8	<p>At this point JK made a PowerPoint presentation setting out the basis of the Phase 2 restructuring proposals. The following key points were highlighted:</p> <ul style="list-style-type: none"> - The new SLT structure had been established and people would be in post with effect from 1 May 2018. - The SLT included associate members, including RG, and others on an ad-hoc basis. This would nurture future leaders. - At lower levels the aim was to focus on achieving the ambition of every child being known, loved and successful. - Two Progress Leaders (not pastoral leaders) per year group were proposed. Each of these would have 6 tutors and 180 pupils. Each group would also have someone in a non-teaching pastoral and attendance role (including responsibility for bullying). 	

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	<ul style="list-style-type: none"> - In order to achieve the above, other aspects of the existing structure would need to be rationalised. - It was proposed that some support posts be removed. This would achieve financial savings as well as being more efficient and consistent. - TLRs were being looked at. Some posts would need to be removed as they would not be in line with the proposed new structure. There would also be associated financial savings. - No teacher redundancies were anticipated, therefore the aim was to begin the process after Easter and have the new structure in place by September 2018. - It was not possible at this stage to go into further detail regarding the abolition of particular posts. This was confidential and the point had not yet been reached where matters could be shared with staff. 	
6.9	JK emphasised that agreement in principle to the proposals was being sought from the Governing Body. At the next FGB meeting a full report would be given, including a timeline and arrangements for a Governors' panel and appeals panel.	
6.10	<p><i>In response to questions</i> it was stated that:</p> <ul style="list-style-type: none"> - It was noted that, from a change management perspective, it may be anticipated that Phase 1 should be allowed to bed-in first. This was appreciated, however Phase 2 had been thought about for some time (since September 2017) and there was uncertainty within the school. Staff wanted to know where they stood. The expectation was that Phase 1 related to the SLT and that Phase 2 would follow quickly. - Phase 2 was needed to support Phase 1, in order to provide a full picture. Phase 1 would not work otherwise. Implementation by September 2018 was important. - It was hoped that consultation with staff/ unions would begin on 22 April. Staff would be made aware. - It was not anticipated that staff would wish to leave the school. Substantive teaching roles would remain. Also 3-year pay protection arrangements would apply. - The success of the new structure post-September would be assessed via the usual metrics. Attendance targets were relevant as well as Progress 8 and Attainment 8 measures. A range of measures would apply. - The timeframe would be reflected in the 3-year strategic plan. - The relationship between the RSL and Progress Leaders would be such 	

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	<p>that the former would manage the latter. A simple structure was proposed.</p> <ul style="list-style-type: none"> - In terms of safeguarding and behaviour responsibilities, safeguarding/ Child Protection lay with the Governing Body and, on a day-to-day basis, with JK and CJ (as Head of School and designated Safeguarding lead). The aim was for everyone to be more generally aware. Notably, the outgoing Safeguarding lead had left a team structure. This was important. - The term 'PAM' referred to the Pastoral and Attendance Manager. - In terms of 'criteria for success' it was believed that existing metrics (see above) were robust. Progress 8 took account of student ability, therefore it would be a reasonable measure of the success of the new structure. - Measures were in place to address staff stress etc, which was noted as an issue. - There had been two expressions of interest in the vacant Staff Governor role, and an election was due to be held after Easter. 	
6.11	JK stated that there was a need to focus on the school's finances. Teachers' contact time was therefore also being increased by 1 hour per fortnight. The school did not relish doing so, as it meant an increase in workload for staff, but it was considered fair and equitable. Jobs would be protected as a result.	
6.12	It was expected that Phase 2 restructuring would realise savings of £40k per year. This would increase going forward. Also the extra hour of contact time would build capacity and there would be no need to recruit.	
6.13	<i>In response to a question</i> it was confirmed that similar staff compensation arrangements would apply to Phase 2 as had been available as part of Phase 1. However no increase in pay would be on offer in relation to the increase in contact time.	
6.14	The Governing Body agreed in principle to the above proposals and it was agreed that these should be taken forward.	JK
	<u><i>Remainder of report</i></u>	
6.15	Questions were invited on the remainder of the Headteacher's report. <i>In response to a question</i> it was stated that the school dog was considered to be good value. He had been mentioned in the Ofsted report. It was noted that the section/ associated document on the Strategic Plan was good.	
6.16	There were no further questions and JK was thanked for his report.	
	<p>7. Admissions</p> <ul style="list-style-type: none"> • Working Party 	

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7.1	It was reported that JK and RG had attended a meeting of Deanery priests prior to Christmas. Following a Diocese-led consultation several years previously, an approach based on the provision of baptism evidence had been adopted. Other schools required evidence of the frequency of worship and/ or the name of the priest. CNCS had been asked to look at this.	
7.2	The school considered that there were problems concerning the consistency with which the frequency of worship criteria was applied by the Deanery clergy. CNCS policy had been previously challenged by a secular group and the complaint was upheld on this point. There were also a number of practical issues.	
7.3	It was proposed that a time-limited Working Party, consisting of Governors and SLT members, be established to formulate recommendations.	
7.4	It was to be noted that there would be a potential for challenge in the future unless there was a consistency in approach. A commitment from the Deanery would be required on this.	
7.5	Following discussion, it was agreed that a Working Party should be set up. It was agreed that this should consist of PM, JK, RG, JH, ADS, BH and DM. The aim would be to meet following the Easter break and hold 2-3 meetings in total.	PM
7.6	<i>In response to questions</i> it was reported that the Admissions timetable would be available in November and confirmed that feeder schools would be looked at. It was noted that the school had been previously advised to apply a 'baptism only' approach.	PM
	<ul style="list-style-type: none"> • Year 7 Numbers 	
7.7	There were 360 pupils. The school was oversubscribed, with 35 due to go on a waiting list. CNCS was not the first choice in only five cases. It was anticipated that some would be lost. The waiting list would start on 1 March. A conservative approach was being taken in relation to 2019/20 numbers. There was a direct relationship with the budget.	
	<ul style="list-style-type: none"> • Sixth form entry 	
7.8	A total of 310 students had signed up, 70 of which were holding two places. <i>In response to a question</i> it was confirmed that measures to encourage applications to Newman College would be taken, including sharing the experiences of others, but that an adversarial approach in respect of BHASVIC would be avoided. It was stated that the focus would be on making Newman College an exciting and attractive prospect (some examples were given).	
	<p>8. Resources Committee Report</p> <ul style="list-style-type: none"> • Budget 	

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8.1	JB made reference to the papers which had been circulated in advance. These included a detailed 2018/19 summary and a 3-year summary.	
8.2	<p>The key issues were as follows:</p> <ul style="list-style-type: none"> - Staffing costs represented 83% of the total budget. - An adjustment had been made to sixth form income as numbers were not as had been expected. This was an estimate. Matters were complicated as there was a time lag. - Figures for the main school were firm. - Costs were due to increase but income would not increase to the same degree. - There would be some money from the national Funding Formula but this had not been confirmed. - Currently this was a draft budget/ working document. - Governing Body sign-off was however required by the end of March. - A full budget would be presented to the May FGB meeting. - There was a current deficit of £135k. A lot of work had been undertaken in this regard. - There would be further cost savings realised by May, which would reduce this deficit further. - However alarming deficits of £368k for 2019/20, and £600k for 2020/21, were anticipated. - This underlined the need for further staff restructuring and an increase in teacher contact time [see Item 6]. - In relation to the cleaning contract, a £75k decrease in costs had been negotiated. Some of this had been assumed in the budget but some was additional. - All areas were being looked at in respect of realising further savings. - A carryover of £100k was anticipated, but this may change. - The Resources Committee had agreed to move £115k from the Governors' Fund to repay the Local Authority loan in 2018/19, but approval of the Governing Body was required for this. - There was a reason why the figures relating to the loan were 'skewed' in the documentation. The loan had originally been for 5 years, subsequently negotiated to 10. There were now 5 years left. If it had not been for the 	JB/ AT

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8.3	<p>loan, there would have been insufficient monies available for necessary works. A one-off payment was involved.</p> <ul style="list-style-type: none"> - There was a high level of confidence that the budget would balance in 2018/19, but then things would become considerably tougher. <p><i>In response to questions</i> it was stated that:</p> <ul style="list-style-type: none"> - The ‘turnover factor’ in the documentation related to an assumption on a level of vacancies through staff resignation etc. - Staffing was by far the biggest cost (85% then 87% in subsequent years). This was a need to bring this under control. Some schools had higher staff costs (up to 93%). Many schools were in a similar position. In the past there had been scope for staff redeployment would this would be less possible in a ‘leaner’ environment. - The increase in teacher contact time was reflected in the budget (staffing costs). However this would take time to have a full impact (2-3 years). Spare capacity would be utilised going forward. An ultimate saving of £150k - £160k per year was anticipated. This would offset the increasing deficit, noting that the figure of £135k (se above) was ‘pre-savings’. Real savings from September 2018 would be £30k - £40k. - Fundraising would be an important aspect of activity. Teaching school status would lead to more teacher trainees and an associated increase in funding. Schools Direct trainees had had a positive impact. Trainees could be recruited, thereby further saving costs. - The increase in teachers’ contact time would result in 44 hours per fortnight, higher than other schools at 42/43. However CNCS was considered a good place to teach. The aim was to avoid cutting the curriculum. CNCS was an attractive choice for students. - There was no money shown against PSHE in the documentation as other subjects were taught. This was effectively included in the History budget. - Medical costs were shown as zero as these were included in the Agency budget. The school had not been able to recruit a nurse. <p><u><i>Income</i></u></p>	
8.4	<p>A lot of work had been done in relation to raising income:</p> <ul style="list-style-type: none"> - Lettings income was being looked at – this was now up from £2k to £13k. - A lot more was being done to market the school’s facilities. They were in use during the week but not at weekends. - Parents were being approached for voluntary contributions. Requests 	

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8.5	<p>were made at the Year 7 stage but not subsequently sustained.</p> <ul style="list-style-type: none"> - A donations section had been established on the school website. - The intention was to go out to each year group annually. A letter had been drafted accordingly. - It was notable that Primary schools approached parents for contributions on a regular basis. Other schools were taking a very pro-active approach in this area. - The aim was for CNCS to step-up its fundraising activity, including establishing motivation. <p><i>In response to a questions</i> it was stated that:</p> <ul style="list-style-type: none"> - The Wellspring Community had requested donations. Parents had been generous in the past and should be asked to contribute. Donations could not be made from the Governors' Fund as that related to capital expenditure. This would need to come from the School Fund, where matters were tight. The current arrangement with Wellspring was working well. The latest appeal was to the wider community and the school needed to be cautious about a challenge from the secular lobby. The school wished to continue to support Wellspring whilst operating within budget. The appeal would therefore be publicised in the newsletter etc. The Deanery was responsible for meeting wider provision costs. - Donations would go into the Governors' Fund. Despite there being a healthy balance in that account, there were significant improvements to be funded. - The school was looking at contacting alumni for donations. There was a network to approach. It was felt that it would be positive to approach parents during 'good times'. 	
8.6	<p><u>Conclusion</u></p> <p>In conclusion, the following was agreed:</p> <ul style="list-style-type: none"> - Approval of the 2018/19 budget, on the basis of the confidence that this would balance and the current deficit of £135k would be eliminated. - Noting the possible deficit in the following two years, and relative lack of confidence that the budgets would balance, advice to be sought from the Local Authority regarding the need for a licensed deficit. - Repayment of the Local Authority loan from the Governors' Fund in 2018/19. 	JB
8.7	<p><i>In response to a question</i> it was stated that all budget decisions were recorded</p>	

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	<p>in minutes of meetings but that budget proposals going forward should be submitted in writing to ensure a robust audit trail.</p> <ul style="list-style-type: none"> • SFVS <p>This had been considered by the Resources Committee. However the approval of the Governing Body was required. The document had been updated, with an Action Plan added at the end.</p> <p><i>In response to questions</i> it was stated that:</p> <ul style="list-style-type: none"> - The requirement for adequate financial skills had been met 'in part'. This had been identified through the skills audit. However this may now have changed following the appointment of new Governors. - Governors did not require accountancy qualifications, but Governors had self-identified finance as an area of skills weakness. In-school training on this matter was being taken forward. - Links between the strategic plan and budget had been established via the staffing section in the strategic plan (which had been circulated). Budgetary aspects would increasingly be examined. It was anticipated that this area of work would improve going forward. This had been raised in the context of the financial audit. 	JB
8.8		
8.9		
8.10	<p>The SFVS document was approved by the Governing Body.</p> <ul style="list-style-type: none"> • Cleaning Contract 	JB
8.11	<p>Services were bought-in through the Local Authority. The LA was extending the contract and the school was buying-in. Hard negotiations had resulted in £75k worth of savings.</p>	
8.12	<p>The alternative would be to conduct a tendering exercise. However it would be hard to generate interest. There had been one expression of interest, with costs in line with that of the lower Local Authority figure. A tender process would take 5-6 months to complete.</p>	
8.13	<p>It was agreed that the school should continue to buy-in to the LA contract.</p> <ul style="list-style-type: none"> • Services to Schools – EMAS 	JB
8.14	<p>A schedule of services supplied by the Local Authority had been circulated. The big issue was the renewal of EMAS (EAL teaching support).</p>	
8.15	<p>EMAS support was being reduced as the cost was significantly out of line with what other schools were paying. CNCS did have the largest percentage of EAL pupils but EMAS only applied to a small proportion of these. Support needed to be retained – the extra hour was useful.</p>	

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8.16	The £40k EMAS cost had been reduced to £7k, effective from September 2018. This represented a real cost saving and further discussions were ongoing. This had not yet been reflected in the budget. The cost was down by £20k this year.	
8.17	Broadband costs had however risen. Notice of termination had been given to the LA in preference to an external provider, but this had been reversed and renewed as other services had been rolled up into the contract and it therefore represented better value. The cost shown for 2018/19 only covered part of the year, which is why it appeared awry.	
8.18	The agreement of the Governing Body to the schedule was required. This was duly confirmed.	JB
	<ul style="list-style-type: none"> • Funds Terms of Reference 	
8.19	The TORs determined how the monies in the School Fund and Governors' Fund could be used.	
8.20	<i>In response to questions</i> it was noted that the terms 'Headteacher' and 'Assistant Headteacher' would remain as that reflected the current position (with changes taking effect on 1 May 2018).	
8.21	The TORs were duly agreed.	JB
	<ul style="list-style-type: none"> • LCVAP update 	
8.22	The £231k bid had been met in full. The Governors' Fund needed to contribute 10% of this.	
	<ul style="list-style-type: none"> • 4G Pitch 	
8.23	An outside sports pitch had been wanted for some time and this was being actively investigated. The Resources Committee had agreed £1000 in respect of a pre-planning application for both a pitch and changing facilities.	
8.24	Planning permission had previously been obtained for two pitches and a pavilion on the BHASVIC field, which was a positive indication. This application was for siting on the CNCS field, so things appeared promising.	
8.25	It was notable that the school did well despite the lack of proper facilities. Funding would be sought from parents and external sources. Existing facilities would also be looked at and remedied as necessary (e.g. broken showers). Facilities would also be reviewed in a wider sense.	
8.26	<p><i>In response to questions</i> the following was stated:</p> <ul style="list-style-type: none"> - Complaints were likely regarding floodlights and this needed to be planned for. - Brighton & Hove Albion had not yet been approached but this would be 	

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	<p>done in due course.</p> <ul style="list-style-type: none"> - A Sports Business Plan was being developed. - The pitch would ultimately cost around £750k and parent funding would be a key element. - In terms of timetable, the Resources Committee had agreed the pre-planning application; matters were now proceeding; architects were in place; a meeting with planners was pending; and finding activity would follow subsequently. - The budget reflected income from renting out school facilities. This currently was a break-even aspect but would attract a reserve going forward. However there may be up-front costs. - There were maintenance costs so a break-even approach was a realistic aim. Income would be a bonus but should not be relied upon. - To mitigate against insufficient funds being generated from parents, the aim would be to appeal for wider sports funding. Wording would need further consideration. - Applying contributions from parents both to the overall deficit and the sports pitch did not represent 'double counting'. Parents would need to be relied on more going forward. Two appeals would be looked at. 	
8.27	It was noted that monies in the Governors' Fund represented a 'one-off' from sale of assets. Therefore reliance on donations would need to increase going forward.	
8.28	Reference was made to a possible Working Group to oversee developments.	
	<p>9. GDPR</p> <p>9.1 A briefing document had been circulated. Governors, staff and the SLT were being updated on developments. The Regulations were due to come into force on 25 May 2018 and the document represented an associated update.</p> <p>9.2 At a meeting of school Business Managers held earlier that day, there was an indication that consent/ permissions may be relaxing slightly. The Bill was going through Parliament and was subject to amendment.</p> <p>9.3 It was not necessary to be fully compliant by 25 May, but the school would need to demonstrate that it was on its way to this stage. The next step was to undertake an Information Audit. This was a significant undertaking and discussions with the Local Authority were underway.</p> <p>9.4 It was hoped that the briefing was useful. The school was aware that staff had been asking for information on the issue.</p>	

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9.5	Staff and Governors would receive training and be reminded of the implications of dealing with Subject Access Requests (SARs).	
10.1	<p style="text-align: center;">10.AOB - notified to the Chair in advance of the meeting</p> <p><i>i. <u>Gender Pay Gap</u></i></p> <p>The papers circulated to the Governing Body were noted. Matters had been discussed by the Resources Committee. Material was being published on the school website and things were in hand.</p>	
11.1	<p style="text-align: center;">11.Date of next meeting – Thursday 26 April</p> <p>The next meeting was scheduled to take place on Thursday 26 April 2018 at 7pm.</p>	
12.1	<p style="text-align: center;">12.Close of Meeting</p> <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 21 February 2018.
2. Headteacher's report.
3. Attendance report.
4. New staff structure and parent letter.
5. Strategic plan overview.
6. 'Tablet' article re: school dog.
7. Multi-Year budget document.
8. 2018/19 budget document.
9. SFVS.
10. Services to Schools schedule.
11. Bank account Terms of Reference (x2).
12. GDPR briefing.

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Action list

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5.3	Publish agreed minutes of the previous meeting.	AT	ASAP
5.4	Add CShe to FGB schedule planner.	AT	Before next meeting
5.4	Issue report of Governing Body Chairs' meetings.	TW/ KC	As required
5.4	Link Governors to contact Link Leaders.	Govs.	After Easter
5.4	Refer costings for bespoke Governor courses to Resources Committee.	TW/ AT	For next RC meeting
5.4	MATs to be discussed at the next meeting.	JK/ AT	For next FGB meeting
6.7	Phase 2 restructuring to be discussed at the next meeting.	JK/ AT	For next FGB meeting
6.14	Take forward proposals in respect of Phase 2 restructuring.	JK	As required
7.5	Take forward Admissions Working Party.	PM	After Easter break
7.6	Look at feeder schools re: Admissions.	PM	In due course
8.2	Present full budget at May FGB meeting.	JB/ AT	May FGB
8.6	Implement budget in line with the three points set out.	JB	ASAP
8.7	Budget proposals to be submitted in writing going forward.	JB	As required
8.10	Execute SFVS.	JB	ASAP
8.13	Renew buy-in to LA cleaning contract.	JB	ASAP
8.18	Implement Services to Schools schedule.	JB	ASAP
8.21	Implement funds' Terms of Reference.	JB	As required