

SILINGS

Minutes of the meeting of the Board of Governors of All Saints Catholic College held via Teams and part in person on Tuesday 8<sup>th</sup> December 2020 at 6:00 p.m.

**NON-CONFIDENTIAL**

**PRESENT**

**In School**

Rachel Burke (RB)	Dave Hallbery
Elaine Gribben (EG)	Michael Harrington (MH)
Chris Johnston (C.J)	Amanda Sayers (AS) (Chairman)
Andrew O'Neill (AON) (Headteacher)	Don Skeffington (DS)
Marsha Kutkevitch (MK) (6.21 pm)	

**Governors (via Teams)**

Joy Duval Koenig (JDK)	Hetty Fletcher (HF)
Elaine Gribben (EG)	Maureen Marlowe (MM)
Rabab Raza (RR)	Shane O'Driscoll (SD) (6:10 pm)
Richard Girvan (RG) (7:00 pm)	

**Observers**

Tim Akyroyd (TA) Deputy Headteacher (via Teams)  
Oonagh Brett (OB) Deputy Headteacher (in person)  
Delyth Smith (DS), School Business and Operation Manager (in person)

Carolyn MacLish (CM) Clerk for the Governors (in person)

**1. OPENING PRAYER**

Lord, help us to continue to deliver the outstanding educational experience that our students deserve. Guide us in the way that we balance the needs of the different members of our community and help us in our preparations such that we may act swiftly to ensure the safety of all.

May we take this opportunity to reflect on the work done by the school's staff across all departments over the long months of this national crisis and to celebrate the commitment of our unique community.

Lord, in your mercy, hear our prayer!

**2. APOLOGIES FOR ABSENCE**

There were apologies for absence from Stella Powell Jones (SPJ) received post the meeting.

**3. DECLARATION OF INTERESTS**

There were no declarations of interest relating to the agenda. Governors were reminded that they needed to complete their Declaration of Interests via Governor Hub.

Governors were further reminded that they needed to confirm alongside their Declaration of Interests that they had read and understood KCSIE 2020 Part 1.

**4. MINUTES FROM THE MEETING HELD ON 20<sup>th</sup> October 2020**

AS reminded governors that the minutes had been extensively reviewed by her and the clerk. Governors had been asked to send minor corrections directly through to the clerk and to raise only factual inaccuracies.

Points highlighted  
Item 9 – AON advised the School gates work would take place in the February half term and the tender process was in place.

**RESOLVED:** that the non and confidential minutes of the meeting held on 20<sup>th</sup> October 2020 be signed as a true record of the meeting. (unam)

SD arrived 6:10 p.m.

**5. COMMITTEE REPORTS AND THE DELEGATION OF FUNCTIONS**

**Reports from Committee Meetings Since Last Board Meeting (draft minutes/notes attached):**

Governors were given the opportunity to ask questions of the relevant committee relating to any of the accompanying papers. It was assumed that all governors had read the papers. All action points were on the agenda for the relevant committee or Board meeting.

A) C&CL – 18<sup>th</sup> November 2020 (draft minutes attached)

No questions

B) F&GP – 24<sup>th</sup> November 2020 (draft minutes attached)

No questions

**6. HEADTEACHER'S TERMLY REPORT**

Governors thanked AON for his report. AON invited questions on the report and highlighted points to governors in discussion:

Q) Governors asked for clarity around student numbers and the roll for September 2021.

A) The School was considering a bulge year in discussion with the LA. The proposed bulge was for 180 students (six-form entry). The roll would be 750 if the proposed bulge went ahead. There were also discussions about increasing the PAN permanently however they were two separate discussions. The School felt 180 was a good number as the year could be split into two and would make using resources and timetabling easier.

- Q) Governors asked how the School's mass testing for Covid was working.  
 A) The School had agreed to be part of a clinical trial for mass testing for the LA. The School had chosen to test Y10 and staff. Y10 had 70 students but approximately 20 students had not received consent from their parents to be part of the trial. The trial had gone very well, and the School was confident that when whole-school testing was needed the School would have the capacity. The tests were lateral flow tests, and all the tests were negative.
- Q) Did the School know why families had refused permission for their children to be tested?  
 A) There were several reasons. Some families were anti vaccination and testing; however, the School had worked hard with families to take up the offer and the majority had done so. AON thanked OB and TA for organising the testing and for its success.
- Q) Did the School have information about why students and staff had had to self isolate, were there any changes the School could make to reduce the numbers?  
 A) AON advised that it was difficult to answer the question as the reasons were different for staff and students. The reason for students could be proximity to another student or member of staff who had been identified and vice versa. For some it might be symptoms of someone they lived with. The School had had one positive test in the previous week.
- Q) What would happen if a student or member of staff fell sick but their test was clear?  
 A) The person would follow the risk assessment if the symptoms were in line with the government's guidelines. Asymptomatic testing was a snapshot in time and the School had to remain focused and vigilant. The School had a duty to observe consent and there was guidance the School followed.

MK arrived 6:21 p.m.

**Formatio**

- Q) What were the School's plans for celebrating Christmas?  
 A) There would be a carol service/concert which families and governors could access online. There would be Christmas Lunch which would be served year group by year group and would be staggered. There was also going to be a staff pantomime for the students to watch.
- Q) What was a section 7 assessment?  
 A) The assessment was around Child Protection and involved the LA putting a protection plan in place for a child.

Governors thanked AON for the report and all the work carried out by him and his team over the term.

**7. ACADEMISATION**

AON referred governors to his proposals to work with six local catholic primary schools to form a Catholic Academy Trust (CAT) and reported to governors on the

rationale behind the proposal and sought governors' approval to pursue the proposal with the Diocese where ASCC would be the lead school.

### Context

The School had been having conversations over the last year with local schools, the LA and the Diocese about pupil numbers and securing local Catholic education. AON had designed the Lighthouse tool which collated area data for state maintained and academy schools about the children and pupils and included SEND data.

Alongside the School's work there had been a meeting between the CES and the Sec of State who had expressed his dismay at the delay in Catholic schools academizing and forming trusts. The issue had been highlighted during the Covid-19 crisis as the government funded academies and maintained schools differently, one through the EFA and the other through the LA. Maintained schools were funded in line with the tax year and academies in line with the academic year. It was widely believed that the government wanted to run one system only so the DfE was trying to promote the move to academisation and larger trusts.

The Diocese had had a change in leadership with Paul Stubbings (the existing Chief Executive of the Cardinal Vaughan Academy Trust "CVA") taking on the role of Director of Academisation and Peter Sweeney (the Chief Executive Officer of the All Saints Catholic School Trust in Hertfordshire) taking on the role of Interim Director of Education.

Governors were reminded that there had been a meeting at CVA two years before about forming a trust and that the programme had been launched by the Diocese four years before. (The policy had said schools would be arranged into families and the School was in Family 8.)

When it was launched Schools were asked to go away and consider expressing interest. Since then, governors had discussed the merits of being part of a trust and closer collaboration with neighbouring schools at various meetings and, more recently, the School had had discussions with some of its catholic feeder primary schools as it started to look at a trust which might be beneficial to all the Schools in it.

In the last six weeks the School had approached five of the Catholic primary schools who had sent increasing numbers of primary pupils to the School in Y7, and the response had been positive.

### Proposal

The School's proposal addressed its own concerns and those of the smaller primary schools. One of the key concerns that governors had previously expressed, as had its feeder schools, was the ability to be part of decision making in any trust it joined. In return for the funding it would provide the trust. Additionally, there had been concerns raised about senior leader roles within the schools and the principle of protecting Catholic education rather than having a rationale based largely on business and financial savings.

The School's proposal was AON as the CEO and all the founding schools to become Deputy CEO's and sit on the board. This would mean that AON did not manage them as Headteachers, and they would retain their independence within the security of a CAT. Furthermore, AON added that all the headteachers were experienced heads of successful schools and in terms of performance he did not need to line manage or tell them how to provide a strong primary school offer. Additionally, there would be a

representative from each School so that it would have a presence at Board level, but each school would also have its own governing board.

In terms of shared functions, it was proposed that Finance and HR could be provided and supported internally. The School had had further discussions with the primary schools and the following strands had been identified as areas that could be provided centrally within a trust to support, in particular, the smaller schools:

- financial management
- HR
- marketing and online presence
- bid writing and putting bids together
- the curriculum (for example ASCC had a strong RE department which could share expertise)
- governance
- IT network management

AON advised he had met with the RCDO strategy committee and had given them a free trial to look at the Lighthouse data and discuss the proposals further. While the committee's position was that the School should join the CVA trust if it wanted to academise, AON had expressed his concerns to the Interim Director of Education and other Diocese staff who felt his was a positive proposal.

AON advised he was now seeking governor approval to submit an expression of interest to the DfE and to start working with the primary schools to see whether the proposal could be progressed.

### Governors' Questions

Governors thanked AON for the comprehensive overview and asked the following questions:

- Q) What were the weaknesses in the board structure of the proposed trust, and could it ensure that representation was capable and sufficiently experienced?
- A) The headteachers of all the primary schools were experienced and would make good board directors. In terms of fulfilling governance for each school there would be a local board. For the non-headteacher board directors there was a specific set of skills and matrix that would need to be satisfied.
- Q) What was the risk to ASCC and what the School had built up over the previous few years?
- Q) What did AON see as the main risk over a five-year period of moving to a CAT?
- A) The principal risk to ASCC was that if the School was not proactive in seeking a CAT solution that suited it one might be imposed which was less suitable or favourable. Possible risk of forming the trust might be capacity and growing too quickly
- Q) How would admissions operate?
- A) The local GBs would remain in charge of their own admissions and the primary schools in the trust would potentially have priority for their pupils who wished to come to the School.
- Q) Did the School believe it could convince the DfE that its proposition had a strong model and that there were potential financial savings?
- A) The School advised it would be looking at the leadership structure of the model to ensure there were savings but there would be no de-skilling of the headteachers.

The principal area for savings was in services as all the primary schools were spending significant sums there. All the Schools who had expressed an interest had reserves and their in-year balances had been positive for the previous six years. Natural attrition would be a way of making savings as well as sharing resources.

- Q) Was there a clear criterion for the application to the DfE?  
 A) The School would be using the model that the Harrow Trust had used for its application, and through the due diligence process the School would demonstrate its capability of increasing the trust over time by adding more schools gradually by one or two over a two-to-three-year period alongside the Catholic life of the schools and CAT if successful. There would be a story and purpose to forming the CAT.
- Q) What were the next steps in terms of working with the Diocese?  
 A) AON was in discussion with several members of the Diocesan team, including local priests, and would continue to keep having open discussions to try and garner support for the proposal.
- Q) Where were the Schools from the Family 8 and why had it been set up in that way?  
 A) The Schools came from three LA's: RBKC, H&F and Westminster, and the School was uncertain of the rationale.
- Q) Were there other local schools who sent pupils to the School and were not part of the proposal?  
 A) St Francis of Assisi had sent a few pupils but was also in a Federation with schools in the south of the LA. St Charles and St Marys of East Row had just federated so it was not a good time for them, however it might be a possibility in the future if the CAT went ahead. St Mary Magdalene in Brent was a feeder school but could not join the trust because it was in a different family.
- Q) Why had the primary schools not wanted to join the CVA trust?  
 A) CVA was successful however most local catholic boys did not go to the School. Approximately six children from the schools expressing an interest had secured a place at CVA and 15 across the LA had secured a place in the previous year. There were 100 children from the schools in the proposal joining ASCC the following year.

Governors were asked to support the proposal in principle and voted unanimously to do so, as detailed below.

**RESOLVED:** that the Board of Governors voted unanimously to approve the resolution below:

- The Board of Governors of All Saints Catholic College resolves, subject to the consent of its Headteacher and Chairman:-
- I. to work with All Saints Catholic College and the Diocese of Westminster to fully explore the opportunities of becoming an Academy within an established Diocesan Trust;
  - II. to submit an expression of interest to the DfE so that this concept can be fully explored and understood;
  - III. to delegate to the Headteacher Andrew O'Neill and the Chairman of the Board the authority to explore conversion, comply with any requirements of the DfE and, subject to the final approval of the Board of Governors, to enter into any agreements necessary to achieve conversion;
  - IV. that the Headteacher and the Chairman of the Board will report back to the Board of

Governors as appropriate.

The Board of Governors acknowledges that several issues will be clarified as more details of the DfE process and the possible governance models become available. The issues include:

- a) continuation of the name of the School;
- b) clarity as to the requirements of the Diocese and the conditions of the Trustees' consent;
- c) details of the constitutional arrangement for the Academy Trust;
- d) details regarding the Funding Agreement and any conditions set out therein, including final agreement of the funding letter to be issued by the ESFA;
- e) any further directives coming from the DfE which might impact on the Board's decision to convert.

## 8. POLICY AND IMPORTANT DOCUMENT REVIEW

The following were reviewed in discussion:

- Agree term dates and amount of INSET days – Tabled  
 There was a slight issue as the INSET and shoulder dates had not been included.  
 The School wanted to mitigate against possible delays with the refurbishment of the new build in case of any building delays post the end of August.  
 AON advised he was and would be meeting with the builders once a week to try and manage the risk  
 Governors approved the School having the later start date of 6<sup>th</sup> September.
- Charging & Remissions Policy – (rec by F&GP) approved
- Health & Safety Policy (rec by F&GP) approved
- Leadership Post Revised Pay Ranges- to be tabled – defer to next meeting
- Pupil Premium Impact Report (rec by C&CL) approved
- SEND Funding Statement (rec by F&GP) approved Received and Budget
- SEND Impact Report (rec by C&CL) approved
- SEF – update from AON & AS (review delegated by governors at the previous meeting) noted

**RESOLVED:** that the Board of Governors unanimously approved the following policies either as recommended by the committees or reviewed in the meeting:

- a) INSET days for 2021-22
- b) Charging & Remissions Policy
- c) Health & Safety Policy
- d) SEND Funding Statement
- e) SEND Impact Report
- f) SEF – noted

**ACTION:** Leadership Post revised pay ranges deferred.

## 9. ACTIONS FROM THE LAST MEETING AND MATTERS ARISING FROM THE LAST MEETING

Update on the SEF

The Board had agreed to delegate to AS to review the report. Governors were reminded the report illustrated where the School was, and governors were not obliged to review and approve it. AS confirmed that she had checked what AON had put together, and the report would be sent to DH as the chair of the C&CL too.

- Q) Governors asked how the work with the Stephone Perse Foundation was developing and the collaboration with other private sector providers.
- A) RG advised that due to time constraints he was unable to update governors at this meeting from the Stephen Perse perspective however the objective remained to offer a scholarship to one or two students from the School. AON advised that five students had been offered fully-funded scholarships to Francis Holland for the following academic year.

## 10. BOARD OF GOVERNORS

### A) Governor Appointments or Ends of Office since the Last Meeting:

None

### B) Governors Whose Offices are Due to End within the Next Three Months:

Elaine Gribben, Parent Governor, 23<sup>rd</sup> February 2021

Governors noted that EG could not re-stand for election but were advised that she would be delighted to continue as an associate member once her term had ended and remain on the Board. Governors approved her appointment from the end of her current office as an Associate Member for four years.

### C) Governor Vacancies

None at present

### D) Governor Non-Attendance: No issues

### E) Reports by Governors: None

### F) Visits to the School:

MH – Procurement and Benchmarking

MK – H&S report F&GP

### G) DBS and S128 Check Update:

DS advised the points highlighted by RG in the last meeting were in train and she was in contact with the governors whose checks needed to be updated.

### H) Governor Training:

Governors were reminded about online training on Governor Hub.

### I) Local Authority Information: Governors were reminded that LA information was available through Governor Hub.

**RESOLVED:** that the Board voted unanimously to appoint EG as an associate member for a four-year term once her period of office as a Parent Governor ended.

## 11. CHAIRMAN'S ACTION REPORT

Governors were asked to ratify the Chairman's actions as reported.

06/11/20

Ratified AON's decision to spend £5300 of DFC money on flooring urgently required outside new toilets.

17/11/20

Convened an urgent Strategy Committee Meeting by Zoom to discuss and seek agreement for a proposal for AON to send a letter to the Diocese with All Saints' expression of interest in forming a CAT

**RESOLVED:** that the Board unanimously approved the Chairman's actions

12. DATES OF FUTURE MEETINGS**SPRING 2021**

Date	Meeting	Time
Tue 26/01/21	F&GP	8:00 a.m.
Wed 03/02/21	C&CL	6:00 p.m.
Tue 09/03/21	F&GP	8:00 a.m.
Tue 23/03/21	GB	6:00 p.m.

**SUMMER 2021**

Date	Meeting	Time
Tue 11/05/21	F&GP	8:00 a.m.
Tue 25/05/21	GB	6:00 p.m.
Wed 16/06/21	C&CL	6:00 p.m.
Thu 01/07/21	Governors Afternoon and GB	12pm onwards Meeting 6pm

13. ITEMS FOR FUTURE ACTION OR MEETINGS**Governors**

Committee Reports  
Financial Skills Audit  
Headteacher Interim Review  
Governor Training and Induction Reports

**School**

Headteacher's report  
Impact of Behaviour Report  
Summer Works (any quotes and tenders that need to come to the Board)

**Policies**

Business Continuity Management Plan  
Financial Control Procedures  
Covid Catch Up Premium Report  
Statement of Internal Control  
Supporting Pupils with Medical Conditions

CHAIRMAN'S SIGNATURE: .....

DATE: 23/03/21

RESOLUTIONS AND ACTIONS AGREED IN THE MEETING

RESOLVED: the apologies for absence were noted.

RESOLVED: that the non and confidential minutes of the meeting held on 20<sup>th</sup> October 2020 be signed as a true record of the meeting. (unam)

RESOLVED: that the Board of Governors voted unanimously to approve the resolution below:

The Board of Governors of All Saints Catholic College resolves, subject to the consent of its Headteacher and Chairman:-

- V. to work with All Saints Catholic College and the Diocese of Westminster to fully explore the opportunities of becoming an Academy within an established Diocesan Trust;
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  - VIII. that the Headteacher and the Chairman of the Board will report back to the Board of Governors as appropriate.
- The Board of Governors acknowledges that several issues will be clarified as more details of the DfE process and the possible governance models become available. The issues include:

- f) continuation of the name of the School;
- g) clarity as to the requirements of the Diocese and the conditions of the Trustees' consent;
- h) details of the constitutional arrangement for the Academy Trust;
- i) details regarding the Funding Agreement and any conditions set out therein, including final agreement of the funding letter to be issued by the ESFA;
- j) any further directives coming from the DfE which might impact on the Board's decision to convert.

RESOLVED: that the Board of Governors unanimously approved the following policies either as recommended by the committees or reviewed in the meeting:

- a) INSET days for 2021-22
- b) Charging & Remissions Policy
- c) Health & Safety Policy
- d) SEND Funding Statement
- e) SEND Impact Report
- f) SEF - noted

RESOLVED: that the Board voted unanimously to appoint EG as an associate member for a four-year term once her period of office as a Parent Governor ended.

RESOLVED: that the Board unanimously approved the Chairman's actions.

ACTION: Leadership Post revised pay ranges deferred.