

Appendix C

Questions and Answers from the Staff consultation meeting on 18th September 2018.

Q1	Will existing Terms and Conditions be maintained into the future?
A1	Yes, The Diocese has stated in its CAT Strategy document that it will hold all CATs to maintaining the Burgundy book terms and conditions. The Diocese is proud of its record of 98% of its Schools rated as 'Good' or Outstanding by Ofsted. The Schools and the Diocese want to see further improvement. This can only be achieved by recruiting and retaining the very best staff and by making a commitment to maintaining national Teachers pay and conditions and Support Staff terms and conditions.
Q2	Why is the Salvatorian College not included in these proposals?
A2	The Salvatorian College is already an Academy and a different religious order which currently prevents it from joining the CAT. St Dominic's could join in two years' time when it will have repaid a loan it has taken out. The Sacred Heart will continue to work with both Schools as part of the Harrow Catholic Family of Schools even if they remain outside the Trust.
Q3	Will the Headteacher have autonomy for their School?
A3	Yes. There is a document referred to as the Scheme of Delegation which sets out the decisions that are made at each level. The Scheme of Delegation retains approval of the budget and responsibility for standards at Board level, and cascades all other decisions to the Headteacher and Local Governing Body.
Q4	Could teachers be asked to move to other schools?
A4	No. Teacher and Teaching Assistant contracts of employment state your place of work. Contracts of employment transfer with staff under TUPE, so staff can't be made to work in other schools. There will be CPD opportunities for staff to work in other schools on temporary basis, but this can only be with the agreement of staff. There will always be a need for a Reception Class Teacher to have a place of work to teach a Reception Class. However, future specialist appointments such as SENCO, Councilors or Language Therapists would be expected to move between Schools.
Q5	Will the CEO continue as Headteacher of Sacred Heart?
A5	Yes, the School has increased capacity within the SLT to make this possible. Miss Higgins will be CEO for 2 days per week and the Headteacher for 3 days per week.

Q6	Who appointed the Foundation Directors?
A6	<p>They were appointed by Bishop Wilson following an application and interview process open to all Foundation Directors.</p> <p>The Project Board evaluated the skill sets of the applicants and approved those with the necessary strategic skills to serve on the Board.</p> <p>Each School has a Foundation Director on the Board, based on their skills. Their role is to provide strategic oversight of the CAT's finance and standards and not to represent the interests of their Schools.</p>
Q7	Are the Members and Directors salaried roles?
A7	No. The Foundation Directors are voluntary roles. The Members receive a salary in connection with their employment by the Diocese, they do not receive a payment from the Trust.
Q8	Will the School receive any more money as an Academy?
A8	No, Academies receive the same per pupil funding as VA or Maintained Schools. We would, however, have full control over all of our budget, including any services top sliced by Harrow Council; although services are increasingly provided under SLAs.
Q9	Are the arrangements for Performance Related Pay the same?
A9	Yes, the process for this will not change.
Q10	Can the School continue to buy services from Harrow Council as a CAT?
A10	Yes, most of the services the School currently buys from Harrow are on a Service Level Agreement basis from April to March. If we convert on 1 st January the services we have purchased this year will continue until March under the existing SLA. After that the CAT is free to buy services from the best providers, which includes Harrow Council.
Q11	Will the CAT have any savings targets?
A11	<p>The primary purpose of the CAT is to protect, secure and develop Catholic Education for Harrow pupils. The Schools will collaborate further to share best practice and improve standards.</p> <p>The Finance Director may be set financial efficiency savings targets by the Board, but these will not become the primary purpose of the CAT.</p>
Q12	Are there examples of successful CATs in the Diocese?
A12	<p>Yes, DOWAT regularly receives national coverage for the performance of its Schools. The DfE have updated their model for MATs and require greater accountability than the structure currently offered by DOWAT, despite its high performance</p> <p>The Diocese has developed its Strategy in response to the change in focus by the DfE and has given extensive thought to the structure and operations of CATs to meet the new requirements</p> <p>There are other CATs in other Diocese including Nottinghamshire, Birmingham, amongst others</p>

Q13	How are staff on part time contracts affected by the proposal?
A13	All staff with a contract in place at the point of conversion will TUPE transfer to the CAT for the remainder of their contract, irrespective of whether it is a full time, part time or temporary contract.
Q14	What are the arrangements for TUPE?
A14	We are proposing a meeting with all Unions on 5 th November at Sacred Heart, to be followed by a staff meeting with staff from Sacred Heart, St Joseph's and St Teresa's. On 6 th November we will hold a joint staff meeting with staff from St George's, St John Fisher and St Anselm's at St George's. We are not proposing any measures in the Measures letter.
Q15	Are the arrangements for Performance Related Pay the same?
A15	Yes, the process for this will not change.
Q16	Will Support Staff be made redundant if the CAT needs to make savings?
A16	There is more scrutiny of Academy finances than VA School finances. The Trust Board will have overall responsibility for finances. The MAT will need to submit 3 year budgets to the ESFA and have its accounts audited and submitted to Companies House. Any changes to budgets in terms of increasing costs or falling income will be identified earlier by the Board and the MAT will have more flexibility to respond to financial challenges. Schools need to live within their means now and would have to consider redundancies to balance budgets. By merging with 5 other Schools in a CAT the Board will have greater early warning of such pressures and more flexibility to respond to them.
Q17	What does this mean for support staff pensions?
A17	Staff will continue to receive the same benefits and entitlements that they do now. Most LGPS are in deficit. Converting to an Academy triggers a re-evaluation of benefits in the scheme which may result in a higher contribution rate to meet the deficit. It is important to note that any increase in the contribution rate is an increase in employer payments. Staff will not see an increase in their contributions and thus a reduction in take home pay.
Q18	Will the CAT renegotiate terms and conditions in the future?
A18	No. Non Catholic MATs have the power to do this but generally do not exercise it. The Diocese is committing the CAT to maintain the Burgundy book and Green book and will not allow the Board to depart from STPCD.
Q19	Will Admission arrangements change?
A19	No. The School would continue to set its Admissions Policy in association with the Diocese and parents would continue to apply through Harrow Council and the PAN London Admissions process as they do now.

Questions and Answers from the Parents consultation meeting on 18th September 2018.

Concern/Risk		Response
1	St Anselm's is a great school in every respect. Why not just leave it as it is? What is there to gain from this?	<p>It is a great School and will continue to be so. The proposal will protect the individuality and ethos of each School in the CAT .The Diocese CAT Strategy has been developed to protect, secure and develop Catholic Education in the light of threats it faces in future years including declining school budgets, reductions in support from local authorities, schools working in isolation, the increasing need to collaborate and the threat of declining pupils numbers in some parts of the Diocese.</p> <p>The Shadow Harrow CAT Board have met and discussed their vision and plans for a collaborative all through Trust embracing the 6 proposed schools.</p>
2	There is no 'divorce' from St Anselm's joining the CAT. If the relationship does not work or the Board makes detrimental decisions to the future of St Anselm's the school will suffer.	<p>The Schools have a history of working together at both Headteacher and Governor level. The Foundation Directors appointed to the CAT Board are all current Foundation Governors from the 6 Schools. All Foundation Governors were invited to apply for the Foundation Director roles. Applications were assessed by the Diocese Project Board based on the Strategic Skills each candidate offers and appointments confirmed by Bishop Wilson. The Board are responsible for the standards and finances of all Schools in the CAT. The question assumes that the relationship will not work, yet going into a partnership with other Harrow schools builds on existing partnerships and in the interest of everyone to make it work.</p>
3	Other Schools in the Diocese have been given approval to opt out of the CAT programme for example in Camden and Islington. These Schools have been given assurances that they will remain part of the Catholic Family of Schools. Why can't St Anselm's be included in this?	<p>The Diocese CAT Strategy is voluntary programme. It is not the case they opted out, but rather they did not opt in. However, there are schools in both boroughs who have now expressed an interest to go forward. It is up to Governing Bodies to determine if and when it is right for their school to convert. Both the CAT Strategy and the Diocese approach to Education is one of inclusivity and a place for all Schools in the Diocese. St Anselm's Governors have stated that the views of parents and staff are one of the factors they will take into account when deciding whether the School should form the Harrow CAT with its partner schools.</p>

Concern/Risk		Response
4	The 5 Diocesan Members of the CAT will become the Members of 11 Family CATs covering all Schools in the Diocese. This is centralisation of power in the Diocese. Where is the accountability?	The accountability is through the Scheme of Delegation and the Articles of Association. The Members will receive an Annual Report and Accounts and hold the Trust Board to account for its performance at an Annual General Meeting (AGM). All strategic decisions for each CAT will be taken by the CAT Board of Foundation Directors, which in Harrow is comprised of existing Foundation Governors. All other decisions will be taken by the Local Governing Body and/or Headteacher under a Scheme of Delegation.
5	There is no evidence that MATs improve standards with many MATs performing below national average. St Anselm's has the highest results of Primaries in the MAT and has the most to lose from joining the CAT and helping out other Schools. The Sacred Heart has an interest in St Anselm's joining to keep its Progress 8 scores high.	The Diocese is proud of its record of 98% of its schools being Ofsted 'Good' or 'Outstanding'. The Schools in Harrow have a strong record of School Improvement and this is expected to continue under the proposed CAT arrangements which strengthen challenge and accountability. The CEO will work with all Headteachers to identify areas for further improvement. The Diocese contends that standards are high in Harrow and elsewhere due to high quality leadership and management and high quality teaching and learning. That is not going to change.
6	Handing over the collective budget of the 6 Schools to an unknown Board of Foundation Directors who will make decisions about the finances of St Anselm's represents a huge risk.	The 7 Foundation Directors and CEO on the Board are drawn from the existing Foundation Governors who applied to serve as Foundation Directors plus a Headteacher from one of the 6 Schools. All 6 Schools will have their own bank accounts and will receive funding from the ESFA based on their pupil numbers. These individuals are known and they have a duty to work with the Governing Body of St Anselm's to support them in their decisions. This is about adding capacity and experience to the process and not creating a huge risk.

Concern/Risk		Response
7	The appointed CEO Designate is a Head of a Secondary School – what do they know about Primary education? What was the appointment process?	<p>To assume another colleague in education knows nothing is neither respectful nor acceptable. The Catholic Education Officer (CEO) role is to ensure that Catholic Schools continue to put children at the centre of all we do and have Christ at our hearts. The CEO will have strategic oversight for all Schools, be accountable to the Board of Directors and provide support and challenge to the Headteachers. It is not necessary to be an expert in primary education as the day to day running of the school, including key decisions such as curriculum will be devolved to the Headteacher and Local Governing Body.</p> <p>All Headteachers in the proposed Harrow CAT were invited to apply for the role of CEO. Geraldine Higgins was interviewed and appointed by Bishop Wilson and the Project Board who oversee the Academy programme.</p>
8	What are the budgets of the Schools joining the CAT? Will Schools with deficits have a detrimental impact on the other Schools? Will Schools with surpluses be expected to help them out? What is to prevent the Board making a decision that adversely affects one School?	<p>All 6 Schools approved to join the CAT by the Diocese and the RSC Headteachers Board passed due diligence processes which looked at their finances to ensure that they do not represent a risk to the viability of other schools in the CAT, and the CAT as a whole.</p> <p>The Diocese has confirmed that surpluses built up by schools prior to joining would be retained and spent on pupils at the School</p> <p>The Board will be judged on the performance and financial standing of all schools in the CAT.</p>
9	What is the planned top slice contribution each School will make to the CAT?	<p>This has not yet been finalised but it has been agreed to keep this to a minimum in order to reduce the impact this has on already tight school budgets. The Diocese strategy document states 2.5%, but this is subject to the Harrow CAT finalising what it can afford.</p> <p>To assist with this the CEO and Business Manager roles will be part time roles undertaken by staff at one of the existing Schools</p>
10	What are the Head teacher's top 3 reasons for wanting St Anselm's to join the CAT?	<ol style="list-style-type: none"> 1. Protect, secure and develop Catholic Education across the Borough and Diocese in accordance to the wishes of the Trustees. 2. To collaborate further with other schools as we are encouraged to do by the Diocese and DfE. 3. Respond to the Cardinal's strategic vision for all Catholic Schools.

Concern/Risk		Response
11	<p>Can we have a vote on the future of the School? What percentage of objections would governors need to decide that St Anselm's should not join?</p>	<p>No there is not a vote. The results of the consultation including the questions and concerns raised tonight, together with an analysis of the response forms will be included in a report for Governors.</p> <p>The view of stakeholders is one of a number of factors Governors will include in their decision making.</p>
12	<p>There are so few parents here at this important consultation meeting to contribute their views on such a key decision on the School's future.</p> <p>Can a note go out with the next news letter to all parents sharing these concerns which were not included in the consultation materials and a further meeting held with more attendees?</p>	<p>A note of the concerns raised this evening, together with the response of the Diocese and School will be issued to all parents.</p>