Proposed Academy Conversion of St George’s Catholic Primary School

Consultation Report for the Governing Body

October 2018
**Document Control Sheet**

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1. Introduction

The Governors and Headteachers of the 6 Harrow Schools have been working closely together for a number of years and during this time have been considering the benefits of converting to an Academies and forming a Catholic Academy Trust (CAT) to further enhance partnership and collaboration.


The aim of the Diocese’s CAT Strategy is to protect, secure and develop the Church’s mission in education. The Strategy also sets out the Governance Structure, Scheme of Delegation, roles and responsibilities and a job description for the Catholic Executive Officer (CEO).

The Headteachers and Governors of all Harrow School discussed the strategy, its implications and opportunities for the 6 Schools and passed a resolution to submit a conversion application to the Regional Schools Commissions Headteachers Board to proceed with the next phase of the conversion process.

In submitting an application to the RSC Headteachers Board, all 6 Harrow Schools were required to complete the Diocese Due Diligence process which evaluated each Schools Standards and Finances. When the Diocese Project Board confirmed that the Schools had met the requirements they were issued with the Diocese Letter of Consent to convert.

All 6 Harrow Schools then received their Academy Orders in May 2018, representing the Regional Schools Commissions consent to convert.

The purpose of governance is to provide confident, strategic leadership and to create robust accountability, oversight and assurance for educational and financial performance. The Governors of St George’s Catholic Primary School firmly believe that they know what is best for the School and wish to invite comments from stakeholders on this proposal.

This report sets out results of the consultation exercise commissioned by the Governors of St George’s Catholic Primary School to listen to the views of stakeholders.

A subsequent meeting of the Governing Body will consider the findings of this report, together with other factors that Governors must include, and decide whether to proceed with conversion and establish a Catholic Academy Trust.

2. Scope and timing of Stakeholder Consultation

The Governors devised and implemented a consultation exercise which sought the views of parents, staff and the wider community on whether the School should become an Academy and establish a Catholic Academy Trust with its partner Schools in Harrow.

The consultation period opened on 10th September 2018 and closed on 8th October 2018.

3. Methodology

The Governors of St George’s Catholic Primary School developed a consultation plan and brochure, which identified all of the Schools stakeholders to be contacted at the start of
the exercise and provided them with background information the Diocese CAT Strategy in order to inform the debate.

The Head Teacher wrote to all parents and staff on 10th September to start the consultation exercise, invite them to attend meetings in school and direct them to accessing the consultation leaflet on the School’s website.

Staff and parents were invited to attend consultation meetings at the School to find out more about the proposed conversion to an Academy and form a CAT.

Emails were also sent to both officer and elected representatives of Harrow Council, as well as the local MP, neighbouring Secondary, Primary and Nursery Schools and other partners.

The consultation brochure also contained a questionnaire which stakeholders were invited to complete by the end of the consultation period.

The Consultation Leaflet produced by Governors is attached as Appendix A to this report.

4. Consultation Meeting Chronology

The letters to parents and staff invited them to attend the appropriate consultation meetings scheduled below:

- Staff – 3.30pm Thursday 20th September 3.30pm; and
- Parents - 6pm Thursday 20th September 3.30pm

The Chair of Governors gave a presentation to attendees covering issues such as the Diocese’s vision for the CAT programme, the advantages of working as a CAT, why this is being considering now, the conversion process and next steps.

The full presentation given to Staff and Parents is enclosed as Appendix B to this report. Attendees were then given an opportunity to ask any questions they might have.

Attendance

- The Staff meeting was attended by 25 members of staff; and
- The Public meeting was attended by 9 parents, and supported by 2 Governors

The questions asked and answers provided at the above meetings is included as Appendix C to this report.

5. Completed Questionnaires

20 completed questionnaire was returned by staff and parents.

6. Findings from the Consultation Questionnaires

This section sets out the additional comments offered by the respondent.
Q2) Respondents were asked to consider the proposal that St George’s Catholic Primary School should convert to an Academy and form the Harrow CAT

Of the 20 responses:

- 11 respondents either ‘strongly agreed’ or ‘agreed’ with the proposal (55.00%);
- 1 respondent was undecided (5.00%); and
- 8 respondents either ‘strongly disagreed’ or ‘disagreed’ with the proposal (40.00%).

(Note – percentage figures rounded to give total number of respondents as 100%)

A sample of the range of additional comments offered by consultee are set out below for Governors. (These are direct quotations from the response forms.)

The reasons given by those in favour of the proposal include:

- “We believe after reading the consultation document that it is important that the Catholic Schools in area work together to ensure the future of Catholic Education in Harrow”;

[Chart showing responses]
• “I hope it will be a great advantage in financial help as Schools will not only be relying on the Diocese or parents but the State”;

• “We are happy with the way the School currently operates. We trust the School for this decision to be the best for the School in the long run”;

• “Will the CEO of the CAT have a conflict of interest as she is also Head of Sacred Heart and be on a very high salary? Will she become personally involved in day to day decisions of the School? Or will she make decisions remotely that affect the School? Will Deirdre no longer be able to make decisions that have the most impact on the day to day running of the school? Will we no longer have courses run by Harrow – will we have to travel to Westminster and will they pay our travel costs? Harrow has worked very well and they have our interests at heart. The Diocese are not working in our personal interests”;

• “Every change brings with it some fears but I hope everything will be fine”; and

• “Agree with this decision if it does not affect our children and their learning. I am not convinced about what the consequences of the decision will be”.

The reasons given by those undecided about the proposal include:

• “I am still very unsure about converting to an Academy. I agree with the fact that all Schools in the proposed academy should work together and enter academy at the same time, if that is the decision taken, but I do not feel like I fully understand all of the benefits of becoming an academy, other than financial reasons which was the main reason conveyed to us”; and

• “I do believe that forming a Catholic Academy Trust with all 6 schools will benefit many aspects such as staff retention and efficiency. Also hoping that creating the Trust our children will have better opportunities and facilities for our school and expand their knowledge.”

The reasons given by those opposed to the proposal include:

• “Not sure that moving to the Diocese is an advantage to the Schools. Quite happy with the services provided by Harrow”;

• “I don’t feel that this is the right move for our school and struggle to see how it can maintain its identity whilst being ‘managed’ by people outside who aim to manage all of the schools in the CAT in the manner to make things ‘fair’. I feel that with time the things that make St George’s special and unique from other schools will be eroded. I also have concerns about future developments. Whilst it was stated in the consultation meeting that it is not possible for the CAT to fund the building of new schools (as it is only possible to build free schools) I wonder what will happen to the land at St George’s if it is decided at a later date that more school places are needed in the CAT”;

• “Worried about the long term impact on staff and changes that the Trust will enforce”;

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• “Numbers in faith schools are falling and if it continues there will be less and less need for a Catholic School”;

• “Harrow LA is excellent and very supportive and runs superb courses; NQT, Art, Music etc. ‘Going alone’ will not be able to replicate this. The money gained on entry at this point may disappear over time”;

• “I think the School is fine as it is. It already has the minimum control required by the Government and I think if it becomes an Academy it will alienate the School from British values”;

• “We will not be better off if we move to the Diocese. It will become domineering. Harrow are a good authority who would answer any queries”; and

• “I can’t not see what benefits there are in moving to the Diocese. Harrow has a very clear website and they are always able to answer any queries, especially related to Admissions. If we move to the Diocese does this mean that personnel working for Harrow will lose their jobs as the Catholic Schools will be leaving their service?”

Q3) Respondents were given the opportunity to make any other comments about the proposed conversion

Additional comments offered by those in favour of the proposal include:

• “Please maintain good communications between the primaries and the Trust to ensure there are no future misunderstandings”; and

• “Although I agree with the transformation I do have concerns. Councils have been in change for many years and under their management our schools are prospering very well. As a parent I am hoping that all change will be beneficial for teachers and pupils”.

Additional comments offered by those who were undecided about the proposal include:

• “It would be nice to meet staff who work in schools that have already/recently formed Academies to hear first-hand experiences of what has changed and not changed in the long term”.

Additional comments offered by those who opposed the proposal include:

• “We should stay within Harrow as they give us good service”;

• “When the School is already being extremely controlled by the Church, excluding most of the non-Catholic children that could even be living next door Academy will only make it go in one direction religious wise; ultra-orthodox Catholic and I don’t think this is good for our children’s integration into broader society”;

• “Stay with Harrow they are good; and
- “The School has been with Harrow for 50 years why change when it is working well?”

### 7. Reflections on the Findings

The above direct quotations from the consultation responses contain a number of inaccuracies and misunderstandings about Voluntary Aided School and the Harrow Catholic Academy Trust.

These inaccuracies and misunderstandings include:

<table>
<thead>
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<th>Inaccuracies in the consultation responses</th>
<th>Correction position</th>
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<tr>
<td>1 The School is moving away from Harrow Council to the Diocese</td>
<td>Becoming a CAT means that in future School funding will be received direct from central Government rather than through Harrow Council. As a Voluntary Aided School, the staff are employed by the Governing Body and not by Harrow Council. Harrow Council would not financially support the School if it got into difficulties. The Diocese currently has the authority to appoint and remove Foundation Governors. The Diocese will not be providing services to the CAT. The CAT can continue to purchase services and training courses from Harrow Council in future.</td>
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<td>2 CEO will have a conflict of interest, be on a high salary and make day to day decisions affecting St George’s.</td>
<td>The CEO will be part time in order to keep costs to a minimum. The Foundation Directors on the CAT Board will agree the CAT central budgets including the part time CEO salary. The CEO and CAT Board have responsibility for the strategic oversight for all Schools. They are accountable to the Members and the DfE for all schools in the CAT. It is not in their interests to promote the interests of one school over another. The CEO and CAT Board do not make day to day decisions about schools in the CAT. These are the responsibility of the Headteacher who will continue to have autonomy for their school. The Scheme of Delegation sets out which decisions are made at each level in the CAT. The Diocese Scheme of Delegation retains responsibility for CAT Finances and Standards at Board level and cascades all other decisions, including responsibility for implementing budget and improving standards in each school to the Headteacher and Local Governing Body.</td>
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3 Becoming an academy will alienate pupils from British values

As Catholic Schools we will continue to ensure the very best educational opportunities and life fulfilling experiences for our pupils, within communities which have the teachings of Christ and His Church at the centre.

The Schools will also continue to teach the national curriculum as they will continue to be inspected on the national curriculum by Ofsted.

As these misunderstandings are given as the reasons some parents and staff disagree with the proposal, it is possible that a number of consultees may change their minds if these misunderstandings can be corrected.

In addition to this Governors could expand on issues raised during the consultation such as hearing from staff in other CATs in the Diocese.

Many of these issues are anticipated and addressed in the Diocese Catholic Academy Trust Strategy.

8. Summary

This report summarises the findings of the genuine, open and honest consultation exercise undertaken by Governors to ascertain the views of parents, staff and other stakeholders on the conversion of St George’s Catholic Primary School to an academy and establish the Harrow CAT.

This report evidences the comprehensive approach taken to raise awareness of the consultation exercise in the community, to provide background information on the issues and to host staff and parents meetings to allow stakeholders to find out about the Diocese’s Strategy and to ask questions.

The number of returned response forms and attendance at the parents meeting was slightly disappointing for the size of the School. However, the range of questions asked at the meetings (and listed in Appendix C) together with the comments on the completed response forms, evidence the wide range of issues discussed and illustrated the willingness of attendees to engage with Governors on this matter.

Considering all of this, whilst consultation exercise did identify a number of concerns, many of these have been anticipated by the Diocese Strategy and considered by Governors in their earlier discussions.

Governors will take the findings from the consultation exercise and report into account with the other factors that Governors must consider when making a final deciding on whether to form a Catholic Academy Trust in collaboration with the School’s partners is in the best interests of St George’s Catholic Primary School.

9. Acknowledgements

The Governors and Headteacher of St George’s Catholic Primary School would like to express their gratitude and appreciation for the staff and parents who took part in the presentation by listening to the presentations, asking clarification questions and who took the time to contribute their views.
10. Recommendation

It is recommended that the Governors of St George’s Catholic Primary School;

(i) Note the contents of this report;

(ii) Recognise that they have fulfilled their duty to undertake a Statutory Section 10 stakeholder consultation exercise on the proposed conversion;

(iii) Acknowledge that whilst stakeholders have raised objections to the proposal, many of these have been anticipated by the Diocese CAT Strategy and discussed previously by Governors;

(iv) Publish this report on the Schools website as a record of the consultation and feedback to the participants and wider stakeholders;

(v) Continue to share updates and engage with staff and parents on this matter by addressing the points identified in Section 7 of this report;

(vi) Meet to consider the findings of this report, together with the other issues Governors must take into account and decide whether to proceed with their plans to convert and form a Catholic Academy Trust.
Appendix A
SECTION 1: Academy Information

Which Schools are proposing to form the Harrow Catholic Academy Trust?

The 6 Schools working together and proposing to form the Harrow CAT are;

- St George’s Catholic Primary School;
- Sacred Heart Language College;
- St Joseph’s Catholic Primary School;
- St Teresa’s Catholic Primary School;
- St Anselm’s Catholic Primary School; and
- St John Fisher Catholic Primary School.

How will the St George’s Catholic Primary School benefit from forming the Harrow Catholic Academy Trust?

The aim of the Diocese’s CAT Strategy is to protect, secure and develop the Church’s mission in education.

Existing and prospective children in Schools within CATs will benefit in a number of ways, including;

- Enhanced collaboration and partnership across the 6 Catholic schools;
- Increased savings and efficiencies at a time of growing financial pressures;
- Improved standards through increased collaboration, challenge and support;
- Increased CPD opportunities and career pathways for staff;
- Improved retention and development of the best Catholic teachers and Leaders;
- Clear, robust and effective Governance at Trust and Local Advisory Council levels; and;
- Secured Catholic education across the Diocese for generations to come.

Why is St George’s Catholic Primary School now proposing to become an Academy and form the Harrow Catholic Academy Trust?

The Governors and Headteachers of the 6 Harrow Schools have been working closely together for a number of years and have been considering the benefits of converting to an Academies and forming a Catholic Academy Trust.

In September 2017 the Diocese of Westminster published its strategy for Catholic Academy Trusts http://rcdow.org.uk/education/academies-/
The Strategy sets out of the reasons, benefits and structure of the Catholic Academy Trusts that the Harrow Schools could form.

We also believe the time is right in terms of reductions in funding and support from local authorities.

**What are the Governance arrangements of the Harrow Catholic Academy Trust (HCAT) work?**

The Diocese of Westminster will nominate 5 Members who will own the Memorandum and Articles and Association of the Trust, registered with Companies House.

The Members will include Cardinal Vincent Nichols, the Archbishop of the Diocese of Westminster, Bishop John Wilson, Auxiliary Bishop and Chair of the Education Commission of the Diocese of Westminster, Mr Paolo Camoletto, Chief Operating Officer/Financial Secretary of the Diocese of Westminster and JP Morrison the Director of Education for the Diocese of Westminster.

The Members will appoint a Board of Foundation Directors with strategic oversight for the Trust and Schools. The Foundation Directors will be comprised of Governors from across the 6 schools who wish serve on the Trust Board.

Each School will retain a Local Governing Body which will be known as a Local Advisory Council, which with the Headteacher, will be responsible for the day to day running of the School.

The Local Governing Body have powers delegated from the Harrow CAT Board of Directors under an agreed Scheme of Delegation.

The Local Governing Body of each School are accountable to the Harrow CAT Board of Directors.

**Will HCAT Have a Chief Executive Officer?**

Yes, the Diocese has invited applications for the post of Catholic Executive Officer (CEO) to lead the Trust. Miss G Higgins, Headteacher of The Sacred Heart Language College has been appointed as CEO Designate, following an interview with the Diocese in July 2018.

The Headteachers of the existing Schools are accountable to the CEO, who in turn is accountable to the Trust Board.

Most day to day operations of the School will be delegated to the Headteacher and the LAC. The LAC will include staff, parent and community representatives.

**Will the School retain its individual ethos?**

Yes, the Diocese is very clear that the individual ethos, character and good practices of each school are retained and that all the schools operate as equals supporting each other.

Each school is seen as central to its own community with the skills of each being used in a
supportive way for all the others.

**What is an Academy?**

Academies are publicly funded independent schools that are not managed by a local authority but their funding and accountability is directly with the Department for Education (Department for Education).

**When will St George’s Catholic Primary School become an Academy?**

We would expect that the process will take 3-4 months, work is underway and the planned conversion date is 1\textsuperscript{st} January 2019.

**Why is there a consultation?**

The Academies Act 2010 requires either the school to consult “such persons as they think appropriate” on whether the school should become an academy.

The Governing Body is working with the Governing Bodies of the other 5 Schools to consult with all key stakeholders about the proposed academy conversion including parents, staff, pupils and other schools over a 4 week period from 10\textsuperscript{th} September to 8\textsuperscript{th} October 2018.

**Does the school need agreement from the Local Authority to become an Academy?**

No. The Academies Act 2010 has removed the need for the Local Authority to approve plans for the school to become an Academy.

**What form of relationship will exist between the Local Authority and the school?**

This is for individual Academies or Catholic Academy Trusts to determine – there is no statutory requirement for any formal relationship between Local Authorities and Academies.

Academies are directly funded and accountable to central government (Department for Education and the Education Skills Funding Agency).

The Local Authority retains statutory duties for aspects of Special Educational Needs, admissions co-ordination and provision of home-to-school transport. Local Authorities are also expected to play a key strategic role locally in areas such as pupil place planning admissions and sharing good practice.

The Schools have good relationships with Harrow Council and will seek to maintain this in the future.

**Will the school change its name and uniform as some Academies have done?**

No. The school will not change its name or uniform after it becomes an academy.

**Are Academies subject to the same Ofsted inspection regime?**
Schools converting to Academies will continue to be inspected in the normal way.

**What is the process for St George's Catholic Primary School to form the HCAT with its partner schools?**

The conversion process includes the following key legal processes:

- Putting in place a Master Funding Agreement (MFA) between the HCAT and the Secretary of State for Education and a Supplementary Funding Agreement (SFA) for each School;
- Transferring the employment of the staff from the local authority to the HCAT following a statutory process (TUPE);
- Agreeing a Commercial Transfer Agreement for the transfer of assets and contracts from the local authority to HCAT and
- Arranging a 125 year lease for the land and buildings with the diocese and local authority.

**SECTION 2: Staff Issues**

**Does the school have to hold consultation with staff?**

Under employment legislation the Governing Body which is the current employer will need to conduct a TUPE* consultation with all staff (both teaching and non-teaching) and the relevant unions as part of the staff transfer process.

(*TUPE = Transfer of Undertaking – Protection of Employment)

**Can the school alter teachers’ pay and conditions?**

The terms and conditions of staff are protected on transfer under by the TUPE regulations. Academies do have the freedom to vary terms and conditions from national ones but the Diocese Strategy commits the Trust to abiding by Teachers’ pay and conditions.

**If the school becomes an Academy, who takes responsibility for the pension arrangements?**

Teachers working in an academy fall within the scope of the Teachers’ Pension Scheme (TPS), just as if they were employed in a Local Authority maintained school.

Non-teaching staff at schools are able to join the Local Government Pension Scheme (LGPS). This is administered by Harrow Council as at present.

Employees will pay the same rate as at present under both schemes, subject to any nationally imposed changes.

**How will the TUPE process work and what specific responsibilities does the
**Governing Body have?**

As the current employer the Governing Body is responsible for informing and consulting with staff.

The Governing Body is responsible for informing HCAT as the new employer of any ‘measures’ which will impact on their employment.

There are none planned in this case. HCAT writes to each member of staff confirming that they will transfer under existing terms and conditions

**SECTION 3: Finance**

**Will we get more money as an Academy?**

Academies receive the same amount of per-pupil funding as they would receive from the Local Authority as a maintained school

The Government is clear that becoming an Academy should not bring about a financial advantage or disadvantage to a school. However, academies do have greater freedom to decide how they use their entire budget, and Multi Academy Trusts are able to identify efficiency savings from enhanced partnership working.

**SECTION 4: Admissions**

**Will becoming an Academy affect our admissions arrangements?**

When a school becomes to an Academy it also becomes an admission authority responsible for its own admission arrangements. As the school is forming a Multi Academy Trust - HCAT will become the admissions authority.

In the same way as maintained schools, all academies and their schools are required to adopt clear and fair admission arrangements in line with the admissions law and the School Admissions Code.

**Will Academies have to be a part of the annual coordinated admissions scheme? E.g. when the LA needs to find places for families relocating to the area etc.**

Yes - Academy Funding Agreements require them to be in local coordination. That means although the academy will apply its own admission arrangements, the LA will send out offers of places. The Local Authority in Harrow also coordinates admissions for in-year applications and applications for year groups other than the normal point(s) of entry. This will not affect the Academy’s right to determine which applicants have priority for admission. Academies are also required through their Funding Agreements to participate in local fair access protocols which help to ensure that no child is without a school place.

**Will the Academy decide to bring in academic selection?**

No, there will be no introduction of selection. Schools which already select some or all of their pupils may continue to do so when they become Academies, but schools becoming Academies cannot decide to become newly selective schools.
**SECTION 5: Special Education Needs**

**Will our responsibilities in relation to Special Educational Needs and exclusions change?**

No. Responsibilities as an Academy in relation to Special Educational Needs and exclusions will be just the same as they are now as a maintained school.

**Can a child with a statement of Special Educational Needs nominate an academy as their school of choice?**

Yes. These arrangements and related processes must at all times comply with the School Admissions Code and responsibilities as an Academy in relation to Special Educational Needs will be just the same as they are now as a maintained school.

**Does becoming an Academy change the way in which exclusions are dealt with?**

Academies are required by their Funding Agreement to follow the law and guidance on exclusions as if they were maintained schools. This includes reporting exclusions to the Local authority. However, Academies do not have to consult the Local Authority before deciding to exclude a pupil and they can arrange their own independent appeals panel.

**SECTION 6: Further Information**

**How do I find out more about the proposals?**

Come along to the consultation meeting being held for parents at the School at **6pm on Thursday 20th September**

A separate meeting is being held for staff.

Please complete and return the questionnaire page below to the School office by **8th October**.

This can be returned by email to academies@stgeorges.harrow.sch.uk or in person at the school office.

All of this information is available on the school website under school information / academies.

Mary Elton  
Chair of Governors  
St George’s Catholic Primary School  
September 2018
St George’s Catholic Primary School
Academy Consultation Questionnaire

1) Please tick the box(es) that best represent you?

- Parent
- Employee at the School
- Member of the Community/Local Resident
- Local Authority Employee
- Other

2) Do you agree that the St George’s Catholic Primary School should convert to an Academy and form Harrow Catholic Academy Trust (by entering into a Funding Agreement with the Secretary of State)?

- Strongly agree
- Agree
- Disagree
- Strongly disagree

Please give your reasons below

3) Do you have any other comments to make about the proposal for St George’s Catholic Primary School becoming an Academy and forming the Harrow Catholic Academy Trust?

If you need more room for comments, please feel free to attach a separate sheet.
Appendix B
Consultation Presentation to Parents/Carers at
St George’s Catholic Primary School
Thursday 20th September 2018
6pm
"... Now we are living through times of considerable hardship for many, indeed of extreme poverty for the majority of our brothers and sisters. We have to see, be clear, and readjust. This means taking difficult decisions, marked by realism, about resources. In such circumstances it is right to look for economies that can be achieved by structures of cooperation, between schools within the same locality and within the wider family of schools. This is not an enforced 'master-plan', as you well know. It is a measured and appropriate response to the reality we face...“
What is an academy?

• An academy is an independent school funded by the state but outside the control of a local authority.

• Academies are run by a trust, which is a charitable company limited by guarantee.
What is a Catholic Academy Trust?

• A Catholic (Multi) Academy Trust is simply a number of Catholic Academies working together in a single Trust.

• The Diocese of Westminster has suggested Schools collaborate in Family groups to explore Catholic Multi Academy Trusts and to avoid any school being left isolated.
The Diocese’s Vision for CATs

- Protect, secure and develop the Church’s mission in Catholic education
- Collaborative working supporting all Catholic Schools in CAT
- Accountability and improving progress and attainment
- Schools to maintain existing links/partnerships with other Schools in the Borough
Our Proposal....

The 6 Schools have a shared history of working together;

- The Sacred Heart Language College;
- St Joseph’s Catholic Primary School;
- St Teresa’s Catholic Primary School;
- St Anselm’s Catholic Primary School;
- St George’s Catholic Primary School; and
- St John Fisher Catholic Primary School.

The Schools believe that the time is now right to form the Harrow Catholic Academy Trust
Why now?

- Severe pressure on School and Council budgets
- Reductions in capacity of Councils to provide adequate resources to support schools
- Schools will need to do more with less and realise economies of scale from working with other schools
- Whilst the threat of forced Academisation has been withdrawn, the DfE has increased powers of intervention in underperforming schools - MATs (CATs) remains a central plank of Government’s education policy
- It is the Cardinal’s wish and vision to protect, secure and develop Catholic education for generations to come across the Diocese
Opportunities

• School improvement through increased collaboration, challenge and support from CEO and Board of Foundation Directors

• Efficient finance management and economies of scale for procurement of services such as banking, legal, HR etc

• Resource sharing across the CAT

• Increased CPD opportunities and career pathways for staff;

• Secured catholic education
Concerns

• Removal of local autonomy
• Staff uncertainty
• Conversion Costs – government grant
• Running Costs – setting up a new way of working
• Conversion is not reversible
What will not change....

• The individual ethos of St George’s Catholic Primary School
• Our School Uniform
• Our Curriculum
• Mrs Monaghan will still be responsible for leading the day to day management of the school
• Governors will still be actively involved in the running and accountability of the school in supporting and developing its mission.
• The School will not select any students on the basis of their aptitude or ability.
• The current oversubscription criteria will continue to apply
• The school day and term dates
• The buildings will remain as they are; and
• The terms and conditions of employment for staff will remain unchanged
What will change....

• The legal status and governance arrangements. The School will become part of Harrow CAT - a charitable company limited by guarantee.

• The Harrow Catholic Academy trust will have:
  • 5 Members
  • A Board of Foundation Directors appointed by Bishop Wilson with strategic oversight for the finances and standards in Schools
  • A CEO accountable to the Board of Directors

• Funding will come direct to the CAT from Central Government, rather than via Harrow Council.
The Structure (2)....

5 Members

CAT Board

Local Governing Bodies

Archbishop, Auxiliary Bishop, Vicar General, A Diocesan Trustee, Director of Education, Financial Secretary

Skills based. All practising Catholic Foundation Directors

Formed from existing Governing Bodies, responsible for day to day running of schools
Implementation....

Pre-app
- Due diligence process to obtain Diocese’s consent
- Build relationships with other interested Schools in Borough and Family
- DfE Expression Interests and Application to RSC Headteachers Board
- Academy Order from RSC

Conversion
- Stakeholder consultation
- TUPE Consultation
- Establish the Company and transfer Land
- Set up Financial systems and procedures

Operation
- Establishment of CAT with Members, Board of Directors and Local Governing Bodies
- Approved Scheme of Delegation – Consistent Effective Governance, Accountability and Financial management
- Collaborative working supporting school improvement and efficiency savings
- Phased growth of CAT central team and collaborative working across CATs
Next Steps....

- Simultaneous Consultation exercise across all 6 schools concludes on Monday 8\textsuperscript{th} October
- Feedback forms available until \textbf{Monday 8\textsuperscript{th} October} for comments / questions
- Results for all 6 schools will be reported to each Schools Governing body at the end of October
- Governors to decide whether or not to proceed with the next stage of conversion process
- If Governors approve conversion next steps are to establish the Company, transfer land and staff to the CAT and set up a new finance system
- Aiming for early 2019 conversion date.
Your opportunity to ask questions
Thank you for your time and contributions
Appendix C
Questions and Answers from the Staff consultation meeting on 20th September 2018.

<table>
<thead>
<tr>
<th>Q1</th>
<th>Will the practice of personal days at St George’s continue?</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1</td>
<td>Yes, this should be a local decision for Head and Chair of Governors. It may be something that other Schools want to extend to their staff in the interests of parity.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Q2</th>
<th>Will existing Terms and Conditions be maintained into the future?</th>
</tr>
</thead>
<tbody>
<tr>
<td>A2</td>
<td>Yes, The Diocese has stated in its CAT Strategy document that it will hold all CAT 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.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Q3</th>
<th>Will staff be expected to work at other Schools?</th>
</tr>
</thead>
<tbody>
<tr>
<td>A3</td>
<td>No. Your contract of employment states your place of work as St George’s. Your contact of employment transfers with you under TUPE, so staff can’t be made to work in other schools. However, there will be CPD opportunities for staff to work in other schools on temporary basis or longer term secondment. It is hoped that staff will be open to the CPD benefits of this for them as well as for the CAT. Any temporary change of location will require the agreement of the member of staff.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Q4</th>
<th>Can the School continue to buy services from Harrow Council as a MAT?</th>
</tr>
</thead>
<tbody>
<tr>
<td>A4</td>
<td>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 1st 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.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Q5</th>
<th>Would our Governors fund continue?</th>
</tr>
</thead>
<tbody>
<tr>
<td>A5</td>
<td>Yes. As an Academy we would not need to contribute 10% of the buildings costs that we do as a VA School but the fund could continue and be used to pay for other purchases such as a minibus.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Q6</th>
<th>Can the MAT go bust?</th>
</tr>
</thead>
<tbody>
<tr>
<td>A6</td>
<td>There is more scrutiny of Academy finances that VA School finances. The Trust Board will have overall responsibility for finances. The CAT 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 CAT will have more flexibility to respond to these challenges.</td>
</tr>
<tr>
<td>Q7</td>
<td>Will Music service continue at St George’s?</td>
</tr>
<tr>
<td>----</td>
<td>------------------------------------------</td>
</tr>
<tr>
<td>A7</td>
<td>Yes.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Q8</th>
<th>Is it possible someone from Harrow Council could visit support staff to talk to us about LGPS?</th>
</tr>
</thead>
<tbody>
<tr>
<td>A8</td>
<td>Yes, this has been raised by the Finance Sub Group. I have asked Harrow HR if this is something that can be arranged during the TUPE process</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Q9</th>
<th>Are the arrangements for Performance Related Pay the same?</th>
</tr>
</thead>
<tbody>
<tr>
<td>A9</td>
<td>Yes, the process for this will not change</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Q10</th>
<th>Is the School subject to Ofsted inspections?</th>
</tr>
</thead>
<tbody>
<tr>
<td>A10</td>
<td>Yes, Ofsted inspections are unchanged.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Q11</th>
<th>Will the School be inspected within 2 years of becoming an Academy</th>
</tr>
</thead>
<tbody>
<tr>
<td>A11</td>
<td>That is the case for re-brokered or sponsored Schools joining a MAT but should not apply for a new group of Good or Outstanding Schools forming a CAT. St George’s is due to have an inspection within the next 2 years so this will not affect our preparations.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Q12</th>
<th>Could other Schools join in the future?</th>
</tr>
</thead>
<tbody>
<tr>
<td>A12</td>
<td>Yes, 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.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Q13</th>
<th>Who pays for the conversion costs?</th>
</tr>
</thead>
<tbody>
<tr>
<td>A13</td>
<td>Each School receives a £25,000 conversion grant to cover the costs of the conversion activities.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Q14</th>
<th>Do all Schools have to convert together?</th>
</tr>
</thead>
<tbody>
<tr>
<td>A14</td>
<td>No, and we will only convert if we decide it is right for St George’s. If we did decide not to join our partner schools in forming a CAT we would only increase our potential isolation</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Q15</th>
<th>Could the CAT open a new School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>A15</td>
<td>The only mechanism for opening a new School is the Government’s Free School programme. Currently the 50% faith cap prevents the Catholic Church from opening new Schools as it is against Canon law which states that Catholic Schools must be open to all Catholic pupils</td>
</tr>
</tbody>
</table>
Questions and Answers from the Parents consultation meeting on 20th September 2018.

<table>
<thead>
<tr>
<th>Q1</th>
<th>Do all schools have to join the CAT?</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1</td>
<td>No, it is up to all the Governing Body of each School to determine whether or not to join the CAT. We get a grant to cover conversion expenses which we have started incurring. If we decide not to convert now and to convert at a later date we will have to fund the further costs ourselves. We would also miss out on the opportunity to shape the development of the CAT.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Q2</th>
<th>What if it is a complete disaster?</th>
</tr>
</thead>
<tbody>
<tr>
<td>A2</td>
<td>It won’t be. This is the Cardinal’s and Diocese strategic response to the challenges Catholic education faces. We would be forming a CAT with our family of Schools we have worked with a Headteacher and Governor level for a number of years. Furthermore, the CEO and Foundation Directors appointed to the Trust Board are Headteachers and Foundation Governors from the existing 6 Schools.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Q3</th>
<th>What are the risks of not joining?</th>
</tr>
</thead>
<tbody>
<tr>
<td>A3</td>
<td>If we continue as we are, we risk isolating ourselves from our family group who decide to set up the CAT. The services Harrow Council is able to provide to Schools is declining all the time. As stated in the presentation the Government did propose that all schools should be academies before changing their mind, and they still have powers of intervention. We want to take a proactive decision to join a CAT rather than be forced to convert and join</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Q4</th>
<th>Will the School get any more funding as an Academy?</th>
</tr>
</thead>
</table>
| A4   | 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.  
The National Funding Formula will be phased in across the country over the next 2 years. |

<table>
<thead>
<tr>
<th>Q5</th>
<th>What is the cost of the CEO salary and its impact on school budgets?</th>
</tr>
</thead>
</table>
| A5   | This has not yet been decided. It has, however, been agreed that the CAT will operate as lean as possible in order to keep costs to a minimum. The CAT will have a part time CEO and SBM roles undertaken by staff at existing schools.  
Harrow Council currently deducts a top slice from School budgets before we receive them. As an Academy we will receive all of our budget direct from the ESFA and the freedom to decide where best to purchase services from in future. We will set up our own bank account so that the Schools continues to receive all of our budget based on our pupil numbers and then make a contribution to the central running costs of the CAT. |
<table>
<thead>
<tr>
<th>Q6</th>
<th>Will Admission change?</th>
</tr>
</thead>
<tbody>
<tr>
<td>A6</td>
<td>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.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Q7</th>
<th>Will girls from St George's have preference for places at Sacred Heart?</th>
</tr>
</thead>
<tbody>
<tr>
<td>A7</td>
<td>No, but they are welcome to apply in the usual way and their applications would be assessed against the over subscription criteria</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Q8</th>
<th>Will the CEO continue as Headteacher of Sacred Heart?</th>
</tr>
</thead>
<tbody>
<tr>
<td>A8</td>
<td>Yes, the Schools 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.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Q9</th>
<th>What do teachers think of this?</th>
</tr>
</thead>
<tbody>
<tr>
<td>A9</td>
<td>They received the same presentation earlier today, and had an opportunity to ask their questions. Their questions showed their positive engagement with the proposal and they were re-assured that we are not making any changes to staff terms and conditions.</td>
</tr>
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<th>Q10</th>
<th>Could teachers be shared with other schools?</th>
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<tr>
<td>A10</td>
<td>No. Contracts of employment give a place of work, in this case as St George’s. Contracts of employment transfers 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. There will always be a need for a Reception Class Teacher to have a place of work to teach a Reception Class. However, other specialist support such as Councilors or Language Therapists would be expected to move between Schools</td>
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<th>Q11</th>
<th>Will the Governors fund continue?</th>
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<td>A11</td>
<td>Yes. As an Academy we would not need to contribute 10% of the buildings costs that we do as a VA School but the fund could continue and be used to pay for other purchases such as a minibus. We can also reclaim VAT</td>
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<th>Q12</th>
<th>Would the CAT continue to buy services from Harrow Council?</th>
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<tr>
<td>A12</td>
<td>The CAT would be free to buy services from the market to get the best service at the best price. This could include Harrow Council, other Councils and private sector providers.</td>
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<thead>
<tr>
<th>Q13</th>
<th>Would Performance Related Pay continue?</th>
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<tbody>
<tr>
<td>A13</td>
<td>Yes, this would be unaffected by joining a CAT?</td>
</tr>
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</table>