

# **ST ANDREW AND ST FRANCIS CHURCH OF ENGLAND PRIMARY SCHOOL**

## **Minutes of IEB Meeting of Thursday, 20 November 2014, commencing at 2.00p.m. in the School**

**PRESENT:** Mr John Galligan (Chair), Mr Richard Walton, Ms Evelyn Chua.

**In Attendance:** Ms Alison Loffler (Executive Headteacher),  
Ms Naureen Kausar (LA School Improvement Lead and Link Adviser),  
Ms Sara Williams (LA Operational Director: Education and Early Help)  
was in attendance for Item 6

### **1. Welcome and Introductions**

The Chair welcomed all present, and facilitated introductions. He confirmed that the IEB had been appointed by the Secretary of State to ensure:

- rapid improvement from Special Measures to Good.
- rapid pursuit of Academy status via conversion into the LDBS Academic Trust.

The Chair thanked Mr Walton and the other Governors of SAFS for the work that they had done up to the present moment.

### **2. Apologies for Absence**

Apologies for absence were received from Mr Graham Marriner (LDBS).

### **3. Terms of Reference**

The IEB considered draft Terms of Reference for itself which had been circulated in advance.

There were the following suggestions for amendments:

- the Chair to ensure that the reference to financial arrangements in Para 3(a) (third bullet point) was congruent with other references to finance in the document.
- the Chair to amend the second bullet point in Para 3(b) to make it clear that it referred to managing school performance against targets set by the IEB.
- the Chair to remove from the heading in Para 3(c) the reference to the IEB's being responsible to "any interested party" as being too broad, and to replace it with a more limited responsibility.
- the Chair to discuss with Governor Support the separation of the Executive Headteacher's Performance Management from that of others.

- the Chair to amend Para 6 to state that:
  - (i) the agenda for an IEB meeting must be determined by the Chair of the IEB in the first instance at least 5 days before the meeting, and then be circulated to other IEB Members for additional items to be considered for the agenda
  - (ii) the Clerk should send to the Chair a list of Actions arising from a meeting within 5 days of that meeting
  - (iii) the Clerk will send the full minutes of a meeting within 10 days of the meeting for approval before wider circulation to IEB Members by email.

**ACTION: Chair to implement above amendments, and bring revised document to the next meeting for approval.**

The Executive Headteacher commented that the budget had not been referenced in the Action Plan.

#### **4. Declarations of Interest in Any Item on the Agenda**

There were no declarations of interest in any item on the agenda.

#### **5. Annual Completion of Register of Interests Forms**

Members of the IEB present completed and signed Register of Interests forms, which were also countersigned appropriately.

When Ms Chua joined the meeting (Para 6 below refers). She also completed a form, which was countersigned by the Chair.

#### **6. Academy Conversion**

In advance of the arrival of Ms Sara Williams (LA Operational Director: Education and Early Help) the Chair advised the IEB of the DfE's expectations i.e. that SASF would rapidly move towards conversion into an Academy within the LBDS Academies Trust, with the hope that it would be possible for the IEB to agree a motion to that effect at the present meeting.

Q: (Executive Headteacher) If SASF became an Academy, what further input would the LA have?

A: The statutory minimum e.g. safeguarding, SEND. There would also be a role for the new Regional Schools Commissioner.

(Ms Chua joined the meeting at this point).

The Chair continued that staff would undergo a TUPE transfer to the new school, and that there would be consultation with staff and parents, giving parents the

opportunity of saying what kind of school they would want. A question which would need to be settled would be the position of the new substantive Headteacher – a post that the IEB would soon be recruiting – and whether it would be subject to transfer by TUPE like the other posts, bearing in mind that it would be appointed.

Mr Walton: It will largely be a question of timing.

Q: (Ms Chua) It would be good to know the time frame for consultation.

Chair: As well as the information that has been provided so far and what we hear from the Operational Director today, we may feel that we need more information from the LDBS.

Mr Walton: We could ask the LDBS to send someone to make a presentation.

Ms Chua: Do we consult parents before or after transfer?

Executive Headteacher: We need a clear timeline up to April, setting out when actions need to be taken, e.g. the issues of letters, the holding of meetings.

Mr Walton: We need to obtain approval from a Headteachers' Panel.

Chair: The Regional Commissioner has a panel of Academy Headteachers who will consider whether conversion is the best thing for the school.

Mr Walton: They have already approved it. There was a flurry of activity over this in about July this year, but it has gone quiet since.

It was nonetheless acknowledged that the consultation process still has to happen.

(Ms Sara Williams: LA Operational Director: Education and Early Help joined the meeting at this point). All introduced themselves.

Ms Williams: Usually the representative of the diocese would be here with me, but Mr Graham Marriner has not been able to come today. You will be aware that schools which go into Special Measures after an OFSTED inspection are expected by the DfE to convert into Academies without delay. As SASF is an LDBS school, the diocese is keen that – once conversion has taken place – SASF should be part of the LDBS Academies Trust. However with that status, the funding for SASF would still come via the Brent Funding Formula.

Though the consultation process will be held after Academy conversion, that consultation will be focused on engaging with stakeholders as regards what they want from the school for the future. It is best if the whole process happens speedily, as being settled for the future will help with teacher recruitment.

Chair: What is the timeline?

Ms Williams: The Academy Order will be issued by the DfE in something like two weeks after you decide to convert, assuming that that is what you decide.

Chair: When would we actually convert?

Ms Williams: It could be at any point in the school year e.g. at the start of the Summer Term. I would expect the conversion of SASF to be quicker than average, as it is a Church of England school which it is proposed should join a Church of England Trust.

Executive Headteacher: If SASF become an Academy at the start of the Summer Term 2015, when would the IEB end?

Ms Williams: This trust usually wishes to see a Governing Body established before the IEB ceases.

Mr Walton: Therefore there would have to be provision for transitional arrangements.

Ms Chua: There would be job security, without the need for existing staff to reapply for their jobs?

Ms Williams: Exactly.

Ms Williams: A Brent school has not transferred to this particular trust before. I'm not sure if staff are employees of the Governing Body, or transfer under TUPE to the trust. Either way, their existing terms and conditions would continue.

Chair: Will the Headteacher's post be secure? I have not previously seen a Head transfer.

Ms Williams: I agree that, as soon as the school starts, recruitment for a Headteacher in conjunction with the LDBS can begin.

Ms Chua: Would the Governing Body be accountable to the diocese?

Ms Williams: It would be accountable to the trust after conversion. The LA would retain overarching concern for safeguarding and the quality of education.

Mr Walton: Will the new "board" for the school report to the Trust Board?

Ms Williams: I've heard that the latter works to an "earned autonomy" model.

Mr Walton: What happens as regards admissions arrangements?

Ms Williams: They remain with the Governing Body.

Mr Walton: Would the LA allocate places?

Ms Williams: Reception would run through a common system. For in-year admissions, it would be up to the school (as now) to decide to join in with the LA.

Mr Walton: We will be asking an LDBS representative to come to the IEB to make a presentation.

Ms Williams: It would also be open to one or more of you to visit a school which is already part of the trust.

Chair: We could arrange a visit. Who would be the best person at the diocese to contact about that?

Ms Williams: It would be Ms Liz Wolverson, Chief Executive, LDBS Academies Trust

Chair: Assuming that the IEB agrees today to seek an Academy order, and it is issued in two weeks time, more discussion would be needed with the trust, the DfE, and LDBS to identify the date of conversion.

Ms Chua: Do we know what the parents think about this?

Executive Headteacher: A lot will depend on how the proposal is presented. There is a core of about 40 parents who come into coffee mornings to meet me. I think they will want what is the best for the children. This is the view that they took after the OFSTED inspection in February this year.

Ms Williams: I think that at SASF there will not be a section of parents whose motivation is specifically political.

Executive Headteacher: The church connection will help, and I believe that staff will not be concerned if their jobs are secure.

Ms Kausar: How long will the consultation process be?

Ms Williams: I believe that the expectation is that it will be “reasonable” rather than expressed in a specific number of weeks, but the likely period will be a month or six weeks of term time. I will look at the legislation and ask the diocese about this.

Chair: It is actually the diocese as sponsor who is responsible for organising consultation, though the IEB needs to show due diligence. If we agree the motion to convert, what do we do next?

Ms Williams: I would convey it to the DfE, though I would need to be informed of your wording.

**ACTION: Clerk to make available to Chair as soon as possible an extract from the minutes recording the IEB's decision on conversion, for passing to the Operational Director.**

Chair: Who contacts the diocese as sponsor?

Ms Williams: We could write to Ms Wolverson at the diocese regarding key related questions, requesting a visit to a trust school, and inviting her to a future IEB meeting.

In conclusion, Ms Williams thanked the IEB for the support that they were giving, and withdrew.

Having noted carefully the presentation made by the Brent Council Operational Director: Education and Early Years, and reflected on the answers given to their questions, the IEB unanimously agreed to apply to the Secretary of State for an Academy Order, with a view to converting into the LDBS Academies Trust.

It was agreed that the Chair would write to the diocese to request a visit to one or more trust schools as soon as possible, preferably schools which were similar to SASF in terms of history, context and geographical area. It was acknowledged that not all IEB Members need visit the same schools, or go on the same day. It was hoped that the visit would take place before the next IEB meeting.

It was agreed that those making the visit should be:

the Chair, the Executive Headteacher, Mr Walton and Ms Chua.

**ACTION: Chair to write, as above.**

It was agreed that, when a representative of the LDBS came to visit the IEB, the following matters should be asked about:

- Governance arrangements
- Consultation process
- Handover period
- plans as regards appointing the substantive Headteacher.

## **7. Post-OFSTED Action Plan**

The Chair asked that a report on progress on the OFSTED Action Plan be brought to the next IEB meeting. He thanked the Executive Headteacher for updating the school post-OFSTED plan, which sat well with the diocesan post-OFSTED plan.

Ms Kausar agreed to bring a report to the next meeting focusing on progress on the LA's Action Plan.

It was reported that there had been some success in brokering/commissioning some support for Teaching and Learning.

The Executive Headteacher agreed to bring to the next meeting a report on progress against Key Issues.

The IEB invited the Executive Headteacher to bring another member of the SLT with her to the next IEB meeting as appropriate.

#### **ACTIONS:**

- **Link Adviser to provide for next meeting a report on implementation of post-OFSTED Action Plan, cross-referring targets for next year, and itemising LA support given.**
- **Executive Headteacher to report on progress on Key Issues.**

#### **8. HMI Monitoring Letter**

The IEB noted the HMI monitoring letter of 19 June 2014. However, discussion particularly focused on the HMI monitoring letter of 3 October 2014.

In the letter of 3 October, the IEB considered the 3 bullet points at the conclusion of the letter.

- **Bullet Point1: (i.e. nominated safeguarding leads have up-to-date mandatory training):** the Executive Headteacher confirmed that the then Deputy Chair of the Governing Body, the then Acting Headteacher, the Associate Headteacher and herself had all undertaken Level 3 safeguarding training.

She added that early in November 2014 all teachers, LSAs, office staff, and the site supervisor had taken Level 1 safeguarding training.

- **Bullet Point 2 (i.e. all staff are correctly informed about the procedure for safeguarding referrals):** the Executive Headteacher confirmed that the procedure had been shared at a staff meeting. Mr Kevin Minns (Associate Headteacher) is the nominated person, there is a list of policies in place, all staff have CP files with clear procedures, there is a safeguarding folder with all the documents and records of every incident/issue.

Q: (Ms Chua) Is the SENCO up to date on all issues?

A: (Executive Headteacher) She is not an accredited SENCO, but is attending LA training. She works with the John Keble SENCO, who is accredited.

- **Bullet Point 3 (i.e. ensure that referrals since the beginning of September 2014 are reviewed by an appropriately trained person to ensure that the necessary actions have been taken):** the Executive Headteacher confirmed that there had been one case since the beginning of September 2014, that the staff member who handled it had followed the new policies, and that she herself had checked and found that all was well done. She added that security gates for the school had now been ordered, and that the EYFS end-

of-day procedures and the new attendance monitoring follow-up had been implemented.

The Executive Headteacher confirmed that all the above actions had been communicated to HMI. She also informed the IEB that a separate safeguarding Action Plan had been drafted, and that the Link Adviser would be working with her to ensure that all areas of safeguarding had been included in the plan.

IEB Members were also referred to page 24 of the main post-OFSTED Action Plan which had been circulated, and which set out the new improvements on safeguarding, informing them also that a Single Central Record had been introduced.

Ms Chua: On the Single Central Record, are checks for staff up to date?

Executive Headteacher: Yes: for all staff, and qualifications are checked on the two references required for all newly appointed staff.

Chair: Since the last HMI visit there are now separate appendices to the post-OFSTED Action Plan on:

- Safeguarding
- Reading
- Writing
- Afternoon Curriculum (i.e. Foundation Subjects)

The IEB agreed that it was happy with the above additions to the post-OFSTED Action Plan, and requested that the plan should include the four appendices on the next occasion when they reviewed it.

The Link Adviser was pleased to confirm that there was now good baseline data, and that she would review the targets for the next meeting.

**ACTION: Link Adviser**

## **9. Safeguarding**

It was acknowledged that this agenda item had been addressed in Para 8 above.

## **10. Adoption of Policies**

IEB Members agreed that a process was required for appraising a large number of policies, and approving them for use in the school with or without amendment. It was therefore unanimously agreed to adopt all policies currently in use in SASF with immediate effect, and revise them as required.

There was also the separate issue of whether policies that were required to be on the website actually were. The Link Adviser pointed out that the SEND and Behaviour policies were on the website only in draft, though CP and Safeguarding were there in a non-draft form, but that the Complaints Policy was not on the website



at all. It was acknowledged that the Complaints Policy would require amending to show the Chair of the IEB as the person to whom Complaints should be referred.

It was agreed that, for the next meeting, the IEB would review the policies on:

- Equalities
- SEND
- CP and Safeguarding

The Chair requested that they be sent to him.

**ACTION: Executive Headteacher**

Mr Walton thanked the Deputy and Associate Heads for their work in putting policies on the website.

## **11. Staffing – including Leadership Structure**

The Executive Headteacher reported that:

- Mr Richard Roberts is the Interim Headteacher
- Mr James Kelly is the Deputy Headteacher
- Mr Kevin Minns is the Associate Headteacher

It was agreed that the Executive Headteacher would circulate the Leadership Structure.

**ACTION: Executive Headteacher**

The Executive Headteacher and Link Adviser were reviewing the staffing structure together, and a Year 3 teacher, who was also an Assistant Headteacher and was leaving, would be replaced only in her class teacher role.

It was reported that the work of Subject Leaders in the core subjects required strengthening.

There were three support plans for teachers in place at the moment, with a possibility of a further two. Ms Julia Babiak (external LA Adviser) was monitoring the support plans. She was doing weekly observations and learning walks.

Ms Chua: Are all Subject Leaders Classteachers? If so, are they given release for subject monitoring?

Executive Headteacher: There was no subject monitoring.

## **12. Headteacher Appointment Process**

It was agreed that the diocese should be requested to assist with the recruitment process for the Headteacher post, though Mr Walton was able to confirm that diocesan staff were already working on it. IEB Members resolved that the recruitment pack should be ready for January 2015.

It was agreed that the pack should be available for the next IEB meeting.

**ACTION: Chair/Clerk to ensure that Recruitment pack for Headteacher post is on the agenda for the next meeting**

## **13. Review of Standards – Summary**

The IEB considered a comprehensive Review of Standards for Autumn 2014 which had been prepared by the Link Adviser. There were the following comments, questions and answers on KS1:

- standards needed raising in Year 3, as they had been below the national average.
- Early Years was a priority for 2014/15 as there had been a 10% decrease, and results were 6% below the national average.
- at 54% GLD was 10% below 2012/13, 6% below the national average, and 4% below the LA average.
- the ambitious targets for 2015 were noted, including the need to reduce the GLD gap between boys and girls in reading, writing and number by 15%.
- the new leadership in EYFS from September 2014 was making a considerable difference.

Q: (Ms Chua) Why the 10% in EYFS?

A: (Executive Headteacher): The teaching, not the cohort.

- the Phonics check showed an upward trend, and was above the national average in Year 1.

**ACTION: the Link Adviser agreed to cross-reference the targets for 2015 with the post-OFSTED Action Plan.**

- teacher assessment at the end of KS1 needed to be focused on, as it was mainly below the national average, and there was a decline other than in Writing. 87% had been recorded for Level 2C plus and Level 2, but had been 92% in the previous year, and was below the national average of 90%.

- there was some doubt about how well modelling had been done in the past: the school now used national models. Currently data was a big concern for the school.
- Intervention programmes had not yet been monitored, but the Interim Headteacher believed that teaching was at least good, as evidenced by the latest lesson observations.

Ms Chua: What has led to the improvement?

**Executive Headteacher:** It is monitoring: we now have shared planning, which has to be submitted every Monday, with feedback by the end of the day.

There were the following comments, questions and answers on KS2:

- The 2014 results were very pleasing, with Reading, Writing and Maths above the national average, though the number of Level 5s for Reading and Writing were below.
- it was felt that – on progress from KS1 – the school should be aiming for 2 levels of progress. There would be 6 children entered for Level 6 in Maths.

Ms Chua: What is being done to boost Writing?

Executive Headteacher: A consultant has come in to support planning.

Ms Chua: What about Pupil Premium?

Link Adviser: See page 10: we have a stand-alone action on Pupil Premium, and we have provided training for the Associate Headteacher, who will continue with it.

The IEB thanked the Link Adviser for her comprehensive report on both KS1 and KS2.

## **14. Finance**

IEB Members noted a document headed File Note which had been presented by the Chair to summarise a number of Finance issues. The salient points were as follows:

- Financial Management was secure on the whole.
- there was a problem in obtaining information from Brent as regards bad debts for dinner money. It was agreed to appoint a debt collector.
- the Deputy Headteacher was organising an audit of maintenance monies, which had not been audited for some time.

- there was an issue regarding accommodation that the Executive Headteacher would raise with HR.

**ACTION: Executive Headteacher**

Q: (Chair) When was there last a Brent Financial Audit?

A: (Mr Walton) Two to three months ago: the auditors were happy.

## **15. Allocations of Responsibility Within the IEB**

The following allocations were made:

Health and Safety:	Mr Walton
Safeguarding and Children Looked After:	Mr Walton
SEND:	Mr Galligan
Curriculum/Standards/Assessment:	Ms Chua
Finance:	Mr Walton
Staffing:	Mr Walton
Pupil Premium:	Mr Walton
Communication:	Mr Galligan

**ACTION: The Executive Headteacher and Chair to let Richard Walton know if they want to make amendments to the newsletter**

## **16. Chair's Action**

- Inviting the Operational Director to the present meeting (Para 6 above refers)
- to come into school 24 November 2014 to meet new Interim Headteacher

**ACTION: Chair**

- to come into school on Tuesday, 25 November 2015 for a Learning Walk.

**ACTION: Chair**

## **17. LA Support**

The Executive Headteacher expressed her thanks for the significant LA support, especially from the Link Adviser.

The Chair asked the Link Adviser to itemise the LA support which had been given in her report for the next meeting.

**ACTION: Link Adviser**

Ms Chua: Will there be LA Support once SASF is an Academy?

Chair: No: unless it is purchased.

## **18. School-to-School Support**

It was reported that support was being given across the board by John Keble C of E Primary School.

The IEB expressed its thanks for this.

## **19. Agree Meeting Dates**

The IEB agreed that its next two meetings would take place in the school, as follows:

- Tuesday 9 December 2014 from 3.00p.m. to 6.00p.m.
- Thursday, 15 January 2015 from 3.00p.m. to 6.00p.m.

## **20. Any Other Business**

There was no other business.

The meeting concluded at 5.12p.m.

**JOHN GALLIGAN  
CHAIR OF IEB  
ST ANDREW AND ST FRANCIS CHURCH OF ENGLAND PRIMARY SCHOOL**