

ST ANDREW AND ST FRANCIS CHURCH OF ENGLAND PRIMARY SCHOOL

Minutes of IEB Meeting of Tuesday, 9 December 2014, commencing at 3.00p.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), Mr
Graham Marriner (Senior Adviser, LDBS), Ms Elizabeth Wolverson (CEO:
LDBS Academies Trust) - in attendance for Items 1 to 4 inclusive.

1. Welcome and Introductions

The Chair welcomed all present, particularly Mr Graham Marriner for his first meeting as an IEB Member, and Ms Elizabeth Wolverson (CEO: LDBS Academies Trust).

2. Apologies for Absence

There were no apologies for absence.

3. Declarations of Interest in Any Item on the Agenda

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

4. LDBS Academies Trust

The IEB welcomed Ms Elizabeth Wolverson for this item, who explained that – as well as being CEO of the LDBS Academies Trust – she was also a Director of the LDBS.

As a brief summary of the work that the IEB had done so far, the Chair reminded Ms Wolverson that at the previous meeting (i.e. the first of the IEB) it had been agreed to apply for an Academy Conversion order, after which the application had been immediately despatched to the DfE. No reply had yet been received, though the expected fortnight's wait for a return had not yet passed. On the previous day (Monday, 8 December 2014) IEB Members had made a visit to an LDBS School (i.e. Holy Trinity in Tottenham), which would be discussed later on the agenda (Para 7 (vi) below refers).

Ms Wolverson: That was a good LDBS Trust school to select, as its pre-conversion circumstances had been very similar to those of SASF. At the moment the LDBS Academies Trust comprises six schools. Some Community Schools approach us, as well as C of E schools, to join the trust, but the Trust was largely created for C of E schools, and we do not feel that we should expand for the sake of it. Our sixth school joined the Trust in September 2014.

Each of our schools has a Governing Body comprising 9 members (i.e. 2 parents, 1 teacher, the Headteacher, an ex-officio priest, and the remainder interviewed and appointed by the Trust). We work to a model of earned autonomy.

Executive Head: Are there shared services?

Ms Wolverson: Finance is shared. We have someone we send in to teach the new systems to the School Business Manager, and she also helps with quarterly audits, as auditors look very rigorously at Trust schools. We top-slice 5%. Last year we put back 2.7% into schools, as we felt that we should produce some cash. Schools can buy a package of training courses from the LDBS, but they can purchase other services elsewhere.

Executive Head: The Trust expects nothing distinctive as regards the purchase of CPD?

Ms Wolverson: No.

Ms Wolverson: We monitor the GB Minutes of our schools. We send a person to schools for Quality Assurance (Ms Kathy Gisborne), and the report comes to the Governing Body. A school shown to be good or better may have only one QA visit a year, but the person we send works with schools as well as auditing them, and some schools – even very good ones – like to have more visits. One Executive Headteacher who also manages a non-Trust school has purchased her services for that. I meet each Headteacher twice a term, as they requested having more than one visit.

Executive Head: Would someone be assigned to monitor us in the early stages?

Ms Wolverson: Mr Marriner, of your IEB, will be the link, and Kathy Gisborne will come in.

Chair: Is there a transition lead?

Ms Wolverson: It will be Mr Marriner. Looking to the future, we hope that some IEB Members will apply to join the new Governing Body.

Chair: Did I understand that a VA school was supporting an Academy?

Ms Wolverson: Not supporting, but joined with.

Chair: So that school is part of the Trust?

Ms Wolverson: No, but it's considering applying.

Ms Kausar: What are the management arrangements in both those schools?

Ms Wolverson: There's a Head in each who runs it operationally.

We've just started training Executive Headteachers not to be too hands-on in their two schools. We don't dictate curriculum or style of teaching, but we use Target Tracker. We purchase their biggest package, so that we can make comparisons. We consulted the Headteachers on this.

Mr Walton: Should we think of the LDBS and LDBS Academies Trust as two separate bodies?

Ms Wolverson: Yes.

Mr Walton: However, Mr Marriner is connected to both?

Ms Wolverson: There is an overlap.

Mr Walton: I know that Mr Marriner looks after 60 schools, hence the pressures of time and availability could be wearing.

Mr Marriner: We have permanent staff other than myself. We also have a group of Headteachers and Governors who can assist schools on a part-time basis. We have about 40 consultants.

Mr Wolverson: Your helpers would be both from the LDBS and LDBS Academies Trust, but mostly from the LDBS, as we don't want the Trust to have too many staff.

Executive Head: Continuity is very important i.e. to have someone who rides the journey with you.

Mr Marriner: We don't discourage schools from purchasing services from LAs, e.g. Educational Psychologists.

Chair: How many schools does the Trust have altogether?

Ms Wolverson: Six: all who have had an OFSTED inspection since joining the Trust have been rated as good.

Ms Chua: The Haringey schools have a network. We stand alone, apart from John Keble Anglican Primary School.

Ms Wolverson: We would encourage networking.

Chair: The Haringey network arises naturally, as the schools happen to be close together.

Ms Wolverson: We encourage all Headteachers to attend the Heads' meetings in their LA.

- Ms Chua: The Westminster Heads group does not like the Headteachers of Academy schools to attend.
- Chair: The policy in Brent is different, and there are some Academies which stay with us.
- Chair: How will the school be accountable to the Board?
- Ms Wolverson: There is a protocol setting out what the school can and cannot do. The Board appoints the Chair of the Governing Body and all the Governors, apart from those who are elected. A copy of the Governing Body minutes goes to the Board. There will be no committees. The Governing Body will meet once a month in term time i.e. have 10 meetings a year.
- Once a term the Governing Body Chair and Headteacher come to meet the LAT Board (i.e. the London Academies Trust Board). I sign off on the Performance Management of the Headteacher.
- Q: After conversion, are staff the employees of the school?
- Ms Wolverson: Yes.
- Q: Where does the school obtain the Adviser for the Headteacher's Performance Management?
- Ms Wolverson: The Trust provides the Adviser.
- The most significant monitoring that the Trust does is via the QA person (Ms Kathy Gisborne).
- Ms Kausar: What are the other practical effects of conversion?
- Ms Wolverson: There is no name change for the school, unless the Governors want it. All staff are subject to a TUPE transfer. All teachers will be on national terms and conditions.
- Executive Head: If a member of staff is in the Capability Procedure immediately before TUPE transfer, does that carry across?
- Ms Wolverson: Yes.
- Q: Who in the school does the Trust appoint?
- Ms Wolverson: The Headteacher and Deputy Headteacher. The Governing Body appoints all other staff.
- Mr Marriner: When could the date of conversion be?

Ms Wolverson: It could be 1 April 2015 or 1 August 2015.

Mr Marriner: Would the IEB or Trust appoint the new Headteacher?

Ms Wolverson: The IEB, but with some input from the Trust.

Chair: In attracting candidates for the headship, would it deter some good candidates if we are not able to say when conversion is to take place?

Ms Wolverson: We think 1 April is cleaner from a finance viewpoint.

Executive Head: If the conversion date proved to be 1 August, could the new Headteacher be appointed e.g. in April, and then transferred by TUPE.

Ms Wolverson: Yes.

Ms Kausar: Could we have a timeline on the conversion process?

Ms Wolverson: There is an Academies Conversion Toolkit.

Chair: I will circulate the Toolkit, and draft a timeline.

ACTION: CHAIR

Ms Wolverson: A working party from the IEB will need to prepare a report on the proposal to convert, and – if the whole IEB agrees the contents – send it as a consultation document to the stakeholders.

Mr Walton: We thought the Trust would do this for us.

Chair: I thought that the Trust had a document.

Ms Wolverson: I can come to talk to staff and parents at consultation meetings.

Chair: But not actually run consultation.

Ms Wolverson: No: I want consultation to be open.

Chair: The consultation document which was used at the last conversion I was associated with might make a good template.

Mr Marriner: Could Ms Wolverson and I see it please, to check?

Chair: I will send you a copy.

ACTION: Chair to send copy to Mr Marriner and other IEB Attendees.

Mr Marriner: Would Ms Penny Harvey of LDBS HR do the TUPE transfer?

Ms Wolverson: Yes.

Ms Chua: Do we just consult parents and the community?

Ms Wolverson: And the recognised unions, and other local schools.

Ms Kausar: Will the school retain its uniform and logos?

Ms Wolverson: Yes. Signs and symbols do not have to change, apart from the addition of a strap line to indicate that SASF is an LDBS Academies Trust School. It would be open to you to make changes if you wished to: some schools need a facelift at the time of conversion.

Executive Head: I don't think that will be necessary at SASF. Parents value the church connection.

Mr Marriner: At the time when SASF went into Special Measures, the then LA Interim Head of School Improvement (Ms Rebecca Matthews) came into the school to speak to parents, and they said just that.

Mr Walton: If we are working towards a conversion date of 1 April 2015, the new Governing body would need to be in place by March 2015.

Ms Wolverson: Which is why I am keen to have IEB Members join the new Governing Body.

It was agreed by all that the conversion process should be made as smooth as possible.

IEB Members thanked Ms Wolverson for attending, and she withdrew.

There was discussion about when best to inform staff about the proposal to convert. The IEB felt that giving information as early as possible was desirable, but that that needed to be balanced against the need for information to be accurate and appropriate.

In the event, it was decided to invite all IEB Members to the LA Monitoring Meeting in the school from 9.30 a.m. to 12.30p.m. on Monday, 15 December 2014, when this matter could be discussed further.

Ms Kausar agreed to draft an agenda for that meeting, the main focus of which would be the post-OFSTED Action Plan and data.

ACTION: Ms Kausar

The IEB discussed the visit which they had made on Monday, 8 December 2014 to Holy Trinity School (i.e. an LDBS AT School). Though Holy Trinity was part of a local North London network, it was not felt that SASF need fear becoming isolated:

other schools nearer at hand might join the Trust eventually, and some C of E schools would be keen to be partners of SASF, even without joining the Trust.

Ms Kausar: Was the present Holy Trinity Headteacher the pre-Trust Head?

Mr Marriner: I believe that he was Head of a Camden School, came to Holy Trinity as Executive Headteacher, then decided to leave the Camden School and remain at Holy Trinity.

5. Headteacher Recruitment Pack

IEB Members discussed the draft recruitment pack for the new Headteacher post, acknowledging that it would need to be ready to be sent out by 5 January 2015. Mr Marriner also circulated a draft advertisement for the post which he had prepared.

Mr Marriner: It would be ideal if we could make an appointment by 15 February 2015, so that the appointee could commence at SASF by 1 April. On the other hand, an applicant who was an existing Headteacher would need to have resigned by 30 January 2014 to be able to commence here on 1 April. As there is not really enough time to interview by 30 January, I would suggest that the advertisement should state that, though an April 2015 start for the new Headteacher would be preferred, a commencement date of 1 September 2015 would be acceptable for the right candidate.

Executive Head: Who should telephone inquirers be referred to?

Chair: That should be me, as Chair.

The IEB was conscious of the value of having the post advertised by the date of the next HMI visit, and agreed that the advertisement should appear on 5 January 2015, with a closing date of 28 January, hence accepting that 1 September 2015 would be permitted as a commencement date for the right candidate.

Mr Marriner agreed to amend the pack and draft advertisement, and send them out to IEB attendees for further comment by Monday, 15 December 2015.

ACTION: Mr Marriner to send out by 15 December 2014

ACTION: All Other IEB attendees to comment.

Mr Marriner also agreed to circulate a timeline on the process.

ACTION: Mr Marriner

Executive Head: When do we formally and finally agree the dates?

Mr Marriner: We will aim to do so at the meeting of 15 December 2015.

Ms Kausar: In the pack and advertisement we will need to remember to take into account changes in the pay scales for Headteachers.

6. Minutes of Last Meeting (20 November 2014)

The minutes of the last meeting were adopted as a true and accurate record, and signed by the Chair.

7. Matters Arising from the Minutes

(i) Terms of Reference of IEB (Para 3 of Minutes of 20.11.14 refers)

The IEB approved the Terms of Reference for the IEB in a version incorporating the amendments suggested at the last meeting. The Chair agreed to circulate to IEB attendees the document which had now been received.

ACTION: Chair

(ii) Extract of Motion to Apply for Academy Conversion (Para 6 of Minutes of 20.11.14 refers)

The Chair confirmed that the Clerk had provided an extract from the minutes of the last meeting recording the IEB's intention to apply for Academy Conversion into the LDBS Academies Trust, and that he himself had passed it to the LA Operational Director: Education and Early Help.

(iii) Staffing/Leadership Structure (Para 11 of Minutes of 20.11.14 refers)

It was acknowledged that the Executive Headteacher had circulated the school's staffing and leadership structures to IEB attendees.

(iv) Staff Accommodation (Para 14 of Minutes of 20.11.14 refers)

The Executive Headteacher informed the IEB about the advice which she had received from HR about staff accommodation.

(v) Newsletter (Para 15 of Minutes of 20.11.14 refers)

The Chair and Executive Headteacher thanked Mr Walton for forwarding them the newsletter. They thought it very good and did not wish to make any amendments.

(vi) Visit to an LDBS Academies Trust School (Para 4 of Minutes of 20.11.14 refers)

IEB Members reported that they had found their visit to Holy Trinity School in North London on Monday, 8 December 2014 to be informative. (Para 4 above refers).

(vii) Chair's Meeting with Interim Headteacher

The Chair confirmed that he had come into school on 24 November 2014 to meet the new Interim Headteacher.

(viii) Learning Walks by IEB Members

The Chair reported that he had attended a Learning Walk in the school on 25 November 2014, during the course of which he had seen children's work, and spoken to pupils, feeding back his comments to the Interim Headteacher afterwards. However, he would also draft a summary of his comments.

ACTION: Chair

Ms Chua had also come into school for a Learning Walk on a different date, spending about 40 minutes in class and 20 minutes with the Interim Headteacher.

Ms Kausar: (to Ms Chua) How specifically was it?

Ms Chua: There were some good things, but differentiation left something to be desired, and the pace was slow e.g. modelling took place too late in the lesson. The Interim Headteacher agreed with me.

Ms Kausar: It would be very helpful if there was a specific IEB Member to participate in LA Monitoring Visits.

Ms Chua: I am happy to do it.

ACTION: Ms Chua

8. Terms of Reference of IEB

Para 7 (i) above refers.

9. Post-OFSTED Action Plan Reports

(i) Report from the LA

Ms Kausar (Link Adviser) presented a very comprehensive report on progress against the school's 4 identified Key Issues in the OFSTED Report of February 2014.

A brief summary of the progress achieved is as follows:

Key Issue 1: Improve teaching and raise achievement in English and Mathematics, especially in Writing, so that both are at least good

- 8 teaching and learning reviews carried out in partnership with SLT. On task to achieve no inadequate teaching by December 2014. Working with all staff, including staff on support plans.
- Consultancy has been commissioned to support these areas.
- New Marking policy and provision map in place.
- Extensive support ongoing for SENCO, including from partner school.
- Best practice guidance shared with all TAs.
- Extensive programme of Learning Walks has commenced a term early.

Key Issue 2: Strengthen Impact of Leadership and Management, including ability of Governing Body to hold the school to account

- Target Tracker in place. Moderation cycle set up. Cross-moderation between schools taken place. EYFS and KS2 moderation taken place. The importance of keeping to the agenda was acknowledged.

Key Issue 3: Reorganise the way subjects other than English and Mathematics are taught so that pupils can study them in greater depth

- following items in place: new timetables, afternoon curriculum, schemes of work, new unit plans, reading and writing action plan.
- curriculum leaders in post with effect from Autumn 2014
- Governing Body succeeded by IEB.

Key Issue 4: Improve Effectiveness of Governing Body

- a number of planned actions had been carried out by the previous Governing Body before the appointment of the IEB in the current term (e.g. carrying out of review by external consultant, training for Governing Body on ROL, Pupil Premium and Sports Funding).

Mr Walton: (to Executive Headteacher) Where will we be by next term with the SENCO remit?

Executive Headteacher: The postholder's role is now redefined as Inclusion. We are carefully tracking progress on how TAs are developing. We are likely to be

looking for a very good teacher to deliver interventions in both partner schools.

Ms Chua: I recall that the OFSTED inspection highlighted the TAs.

Executive Headteacher: In our last round of observations the TAs came out as a strength. They have had their training, they know the expectations of them, and they are involved in planning.

Mr Walton: This is a very good change from how matters stood in Summer Term 2014.

The following actions were agreed:

- Chair to circulate RAISEonline data for SASF to IEB Members.
- Mr Walton to circulate FFT Data Dashboard to all IEB Attendees
- Chair to circulate Review of Standards document to IEB Members

ACTION: Chair/Mr Walton

(ii) Report from School

In presenting the schools report on the post-OFSTED Action plans, the Executive Headteacher said that advice had been received to try to keep it to no more than two pages, which she had only slightly exceeded.

Mr Walton: Does the school not have to rate itself by OFSTED criteria?

Ms Kausar: No, as the school is in Special Measures.

Mr Marriner: It is good to have some comments on where we are overall.

Chair: As the school is still in Special Measures that would be more appropriate at the end of the year.

Executive Headteacher: We need more on KS1 and KS2 attainments. We do have a Maths action plan in place now, as well as one for all other areas of curriculum, and we soon hope to have some costings for them.

Chair: Are pupils noticing a difference?

Executive Headteacher: Behaviour for learning is good in all classes except one.

Mr Walton: The parental attitude in the playground is much better, and children interact well e.g. talking about what they did in school yesterday.

Ms Kausar: I suggest doing another pupil/parent survey in January, as a comparison with October's.

Executive Headteacher: A pupil questionnaire was done recently, which was disappointing on what pupils' notions of keeping safe in school were.

On Key Issue 3, we have not monitored tightly, but will be assessing from January. Our first observations will be made on Foundation Subjects. In Year 2 only one level of progress was made in Reading, against 1.9 in Writing, though 2.2 levels of progress in Maths in Year 2 was very good. We will do an inset on comprehension, and then have a session on comprehension with the pupils.

Year 6 progress in Reading is 1.7, though Maths is poor. There are three children out of 58 whose results can be discounted.

The IEB thanked the Executive Headteacher for her report and leaders in the school generally for the transparency of the data.

The Executive Headteacher concluded that planning was improving, though not yet consistent, and that three teachers were approaching the end of their support plans, about which she would be taking HR advice.

IEB Members were asked to send the Executive Headteacher any further comments on her report.

ACTION: All

10. Adoption of Policies

(i) Pupil Premium

The IEB considered a draft Pupil Premium policy circulated by the Executive Headteacher, which she had checked with an acknowledged specialist.

The IEB unanimously agreed to adopt it for use at SASF.

(ii) Child Protection and Safeguarding

The IEB considered and agreed to adopt a policy on Child Protection and Safeguarding which had been circulated by the Executive Headteacher.

(iii) Lettings Policy

The IEB considered a draft Lettings Policy. Mr Walton agreed to send the Executive Headteacher some suggested amendments, including:

- a requirement for the hirer to produce ID
- a statement that any deposit is non-returnable in case of cancellation
- a required deadline for payment.

ACTION: Mr Walton

The IEB aimed to consider and approve the policy with the new amendments at the meeting on the Post-OFSTED Action Plans of 15 December 2014.

ACTION: All

(iv) SEND Policy

The IEB considered and approved a policy on SEND for use in the school.

(v) Equality Policy

The IEB considered a policy on Equalities. The Executive Headteacher confirmed that the objectives set out in the policy were congruent with those in the school Action Plan. The IEB approved the policy for use in the school.

(vi) Leave of Absence Policy

The IEB considered, and approved for use in the school, a policy on Leave of Absence, subject to amendments:

- to correct a typographical error, and
- to insert a statement that supporting evidence would be required where time off to attend a recruitment interview at a school other than SASF had been requested.

11. Safeguarding

There was no business on Safeguarding, other than:

- adoption of the Child Protection and Safeguarding Policy (Para 10 (ii) above refers), and
- acknowledgement that the school had now installed one of the two security gates which had been ordered, and that the second was due to be installed soon.

12. Staffing – including Structure and Roles and Responsibilities

The IEB thanked the Headteacher for the document on the Staffing Structure with Roles and Responsibilities which she had circulated soon after the last meeting.

Mr Walton: Does the “Humanities” include reading and writing?

Executive Headteacher: No: geography and history. Reading and writing are with the Assistant Headteacher (Literacy).

13. Finance

The IEB thanked Mr Walton for circulating his update on Finance. The following matters particularly arose:

(i) Dinner Money Debit

In view of lack of engagement from Brent Council in regard to dinner money owed by some parents, currently approaching £8K in total, it was agreed to put no further money to Brent for collection, but to prepare a robust system of pursuing debts through mail/email and manage the matter in-house, not using school office staff, but the Bursar and IEB Member (i.e. Mr Walton).

The IEB agreed to this.

Q: What happens where a child comes to school without the parents paying?

Executive Headteacher: If a child’s parents are a week in debt, I write to them to inform them that they have to provide a packed lunch. If the child comes to school without a packed lunch, I provide a banana, milk and raisins free of charge. There is in fact only one problematic case at the moment.

The IEB supported this.

(ii) Bank Mandate

It was agreed that the authorised signatories for cheques should be only the Interim and Deputy Headteachers.

(iii) Premises

Problems with ventilation and lights in some classrooms were noted. Work on them was proposed for January 2015.

14. Chair’s Action

There had been no instances of Chair’s Action since the last meeting.

15. Date and Time of Future Meetings

The IEB acknowledged that its next meeting had been arranged for Thursday, 15 January 2015, commencing at 3.00 p.m. in the school.

It was agreed that – at the Post-OFSTED Action Plans meeting on Monday, 15 December 2014 – a date would be arranged for an IEB meeting in February 2015.

16. Any Other Business

There was no other business.

The meeting concluded at 6.13p.m.

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