



CHESTER LE STREET CHURCH OF ENGLAND (CONTROLLED) PRIMARY SCHOOL

**MINUTES OF THE MEETING OF THE INTERIM EXECUTIVE BOARD HELD IN THE SCHOOL
ON MONDAY 29 JULY 2019 AT 1:10PM**

Present:

Mr B Piercy, Ms C Robinson, Mrs C Scott and Mrs B Watt

Also present:

Mrs S Newton, Lead Consultant Headteacher

Mr S Round , Clerk to the Interim Executive Board

Action

		Action
	The Clerk explained that he would be chairing the meeting for the first item.	
1 Election of Chair	Following receipt of a nomination for the position of Chair received from Mrs Watt discussion and voting ensued and it was AGREED: THAT Mrs Watt be elected Chair for the duration of the Interim Executive Board (IEB).	
2 Introduction and Welcome	The Chair welcomed Members to the inaugural meeting of the IEB, outlining the main function: <ul style="list-style-type: none">To secure governance of the school, developing a sound basis for rapid school improvement, leadership and management and pupil progress Introductions were made around the table.	
3 Apologies for Absence	AGREED: THAT an apology for absence from Mrs Smith be received and accepted.	
4 Election of Vice-Chair	Following receipt of a nomination for the position of Vice Chair received from Mr Piercy discussion and voting ensued and it was AGREED: THAT Mr Piercy be elected Vice-Chair for the duration of the IEB.	

<p style="text-align: center;">4</p> <p>Declaration of Interest</p>	<p>The Chair requested that the Clerk share the 'Register of Governors Interest' form with Members which requires completion by the date of the next meeting of the IEB.</p> <p>The Chair invited Members to declare any personal interests in agenda items at this or any point during the meeting.</p> <p>The following declarations of interest were received:</p> <ul style="list-style-type: none"> • Mrs B Watt – Governor at Witton le Wear Primary School • Mrs B Scott – Headteacher at Seaham Harbour Nursery and Governor at Our Lady Star of the Sea Primary School • Mr B Piercy - Governor at Framwellgate Moor Primary School • Ms C Robinson - Governor at Kirk Merrington Primary School <p>AGREED ACTION:</p> <p>THAT the Clerk be requested to issue 'Register of Governors Interest' forms.</p>	<p style="text-align: center;">Clerk</p>
<p style="text-align: center;">5</p> <p>Terms of Reference</p>	<p>The IEB considered the draft Terms of Reference provided by the Clerk. Following amendments, it was</p> <p>AGREED:</p> <p>THAT the IEB Terms of Reference be agreed as follows;</p> <p>Duties of Board</p> <p>The IEB will fulfil all functions of a governing body and will conduct the school in a way that ensures improvement and promotes high standards of educational achievement and sustains and promotes the school's character and ethos.</p> <p>The main functions of the IEB will be:</p> <ul style="list-style-type: none"> • To secure governance of the school, developing a sound basis for rapid school improvement, leadership and management and pupil progress. <p>The duties of the IEB can be summarised under three key roles.</p> <p><i>a) Ensuring clarity of vision, ethos and strategic direction:</i></p> <ul style="list-style-type: none"> • Setting targets for school improvement • Overseeing the conduct of the school leadership and management including performance management • Setting the curriculum offered • Setting staffing structures and arrangements 	

- Agreeing policies and plans drafted by the Headteacher and setting an appropriate policy framework within which the school must operate
- Appointing senior managers and all staff as determined by the IEB.
- Work in partnership with the Diocese.

b) Hold the Headteacher and senior leaders to account, and be accountable to any interested party for the school's performance by:

- Receiving regular information from the Headteacher and senior leaders on the performance of all aspects of the school
- Monitoring the quality of provision and standards of achievement within the school.
- Monitoring performance against targets set by the IEB
- Monitoring the implementation of the planning and policy framework set by the IEB and its impact on standards of achievement.
- Monitoring school self-evaluation and satisfying itself to the accuracy of this, including via external support as determined by the IEB.
- Ensuring the school complies with statutory requirements
- Providing challenge and support to the Headteacher and senior leaders
- Monitoring, agreeing and evaluating progress towards post-inspection action plans
- Conducting the performance management of the Headteacher and monitoring progress towards agreed targets.
- Agreeing a complaints policy and monitoring its implementation
- Receiving appeals on issues relating to staff grievance, capability, complaints and exclusions.

c) Overseeing the financial performance of the school and ensuring its money is well spent:

- Setting and overseeing the management of the school's budget including setting a policy of spending decisions and limits to decisions that can be made by the Headteacher alone, and those decisions that must be referred to the IEB for approval.
- Monitoring the budget and the effectiveness of spending;
- Agreeing pay and performance management arrangements.
- Ensuring the budget is appropriately spent for the good of the learners currently in the school and to best secure the school's future.
- Ensuring the budget is targeted on school development priorities in line with the post-Ofsted action plan.
- Ensure that sound financial management systems are in place in line with statutory and good practice requirements.

In addition, it will fulfil its accountabilities to learners, parents, staff and the community by:

- Ensuring that the school website is informative, regularly updated and meeting statutory requirements.
- Determining how the school's relationships with parents will be managed including what will be communicated, in what medium and how frequently.
- A representative of the IEB, usually the Chair, will be expected to attend meetings with the Local Authority in relation to the improvement of the school.

The Role of the Headteacher

The Headteacher will be responsible for the internal organisation, management and control of the school, and for advising on the implementation of the IEB's strategic framework. It is expected that the Headteacher and senior leaders will fully co-operate with the IEB and work in partnership to secure effective governance of the school.

The Headteacher must provide the IEB with a monthly report highlighting information on the performance of all aspects of the school and must comply with any reasonable request from the IEB for information. It is for the IEB to determine the range, content and regularity of the Headteacher's reports. The IEB may request any member of the school leadership to attend its meetings to provide information on the performance of any aspect of the school for which they are responsible.

Where the IEB delegates any function to the Headteacher the IEB has the power to give the head reasonable directions in relation to that function and oblige the head to comply with those directions.

The Role of the Local Authority

The LA will maintain its role in challenging the school and IEB to ensure high standards of achievement and will monitor the quality of provision provided by the school. The LA will provide support to the IEB and school leadership to ensure there is effective governance of the school.

The LA will undertake these roles by:

- Providing support to the IEB.
- Appointing a School Improvement Partner (SIP) to monitor the effectiveness and quality of provision and to challenge the IEB and school leadership to maintain the rate of progress.
- Holding (at least) a termly meeting to receive reports on progress and hold the IEB and school leadership to account.
- Reporting the findings of review teams to the IEB and school leadership.

- Considering further intervention as required.

The Role of the Chair of the IEB

- To organise the business of the Interim Executive Board and set agendas for meetings in consultation with the Headteacher and the clerk.
- To meet with the Headteacher regularly to monitor progress and to identify issues which may need to be addressed by the IEB.
- To Chair IEB meetings ensuring that actions are agreed with clear responsibilities and timescales and that actions are carried out.
- To represent the IEB at meetings with the local authority, other partners and the school community. (To arrange for a substitute as necessary)
- To take urgent action on behalf of the IEB as required and to report back at the next meeting on any action taken.

Constitution and Conduct of the IEB

The IEB will conduct its business in an open and transparent way and in accordance with Governance handbook and competency framework (current edition). The IEB will act in accordance with the principles and of standards in public life as determined by the Nolan Committee, and with reference to the Good Governance, Standards for Public Services document produced by the Independent Commission for Good Governance in Public Services.

The IEB is a corporate body and consequently no individual has the power to act alone, unless delegated to do so by the IEB. Where functions have been delegated to an individual, or a group, they must report back to the full IEB on actions taken under delegation at the earliest possible opportunity. The IEB remains responsible for any action undertaken on its behalf under delegation.

Individual Members of the IEB must respect confidentiality. It is for the IEB to determine which parts of meetings, and the associated minutes, should remain confidential.

The IEB will appoint a clerk.

Members of the IEB will hold office for the period that the IEB is in existence, although individual members may resign at any time (subject to a one month notice period).

Whilst it is for the IEB to determine the regularity of meetings, it is anticipated that it will meet at least monthly during term time to ensure the pace of improvement is maintained.

IEB members will commit to attending all meetings, unless due to unavoidable prior commitments or urgent personal circumstances, in which case the chair and clerk will be informed in advance of the meeting. (IEB members will be allowed to attend meeting virtually, i.e. by telephone or video (e.g. via Skype) if sufficient notice is given and appropriate technical equipment is available. IEB members attending virtually will contribute towards the meeting quorum. IEB meetings can be conducted entirely by telephone conference call where this is determined appropriate by the chair. Meetings conducted virtually will be minuted in the usual way.)

The IEB will be quorate when 3 members are present (to include virtual attendance, by phone or video-conference)

All IEB members and the Headteacher, unless the Headteacher is being discussed, may attend meetings of the IEB and its committees, although non- members will not have voting rights. Other individuals and observers may only attend with agreement of the IEB.

Where confidential matters are being discussed it will be for the IEB to determine if non-members can be present.

Procedures

IEB minutes will be collated and sent to the chair within one week for approval, before wider circulation to the members of the IEB, by email.

Subject to paragraph 6.6 the agenda for IEB meetings will be determined by the chair of the IEB in the first instance, at least five days before the meeting. This will then be circulated to other members for additional items to be considered for the agenda.

The chair may waive the normal notice period for a meeting where business is deemed to be urgent.

On request the Headteacher will present reports to the IEB on information it requests in order to fulfil its monitoring responsibilities.

The IEB will determine the agreed signatories for financial decision-making, and will determine the spending thresholds for the Headteacher, without needing approval

by the IEB. This is underpinned by ensuring accountability, without procedures negatively impacting the securing of rapid progress to address the issues.

The chair has the delegated power to take urgent decisions on behalf of the IEB between meetings, where it is not

	<p>practicable to call a full IEB meeting. All such decisions will be reported back to the next meeting of the IEB.</p> <p>The decision-making processes of the IEB will be open and transparent, and in partnership in the best interests of the school and its progress towards addressing the key issues for the school. In the event of a split decision, the chair of the IEB will have the casting vote.</p> <p>The IEB, in consultation with the Headteacher, will contribute to regular communications to update parents on the progress the school is making, and will inform parents of the outcomes of LA evaluation visits/Her Majesty's Inspector/Ofsted visits to the school.</p> <p>IEB members will be available for monitoring visits wherever possible.</p> <p>Communication with the press via the Local Authority and/or Diocesan Press Office(s).</p>	
<p>6 Minutes</p>	<p>Members received and confirmed the minutes of the full Governing Body meeting held on 17 June 2019, which were signed by the Chair as a true record.</p> <p>Minutes of the following Committee meetings held during the Autumn Term were received as follows:</p> <ul style="list-style-type: none"> • Finance and Premises Committee held on 17 June 2019. 	
<p>7 Matters Arising</p>	<p>The Action Points relating to the Summer term full Governing Body meeting were received. The Chair informed Members that as a result of the school transferring to an IEB that existing actions would be incorporated into Members responsibility if it was still suitable to the needs of the School moving forward.</p> <p>Matters arising from the Finance and Premises Committee held on 17 June 2019:</p> <p>(Reference 6 - Virement and Expenditure Limits) Consideration was given to the Virement and Expenditure Limits, Members felt that the existing expenditure limit was too excessive, and a reduced amount was necessary.</p> <p>(Reference 11 Lettings Review) Members questioned the financial arrangements from the income generated from lettings. A concise break down was requested to be able to ascertain affordability and consistency of pricing strategies to external agencies.</p>	

	<p>School Budget</p> <p>The Chair referred to the Forecast of Outturn and Projected Balance statements which detailed a comparison of forecast expenditure with budget as at May 2019 and a comparison of year to date variances as at May 2019.</p> <p>Mrs Newton informed Members that that the forecast balance brought forward from 2018/19 was £139,543 and £66,321 was required from the balance to set this years' budget which left a carry forward for 2020/21 of £73,236.</p> <p>Members challenged the requirement of using such an extensive amount of existing carry forward to enable a balanced budget. It was noted that a continuation would undoubtedly result in a staffing reduction process. The Chair expressed significant concerns to the focus of expenditure compared to the impact on curriculum.</p> <p>Members questioned the projected numbers in Early Years which would have an impact on funding. In September 2019, it is anticipated that only 24 pupils would commence in Early Years. Following a discussion consideration was given to the recent projected drop in birth rate in the area. Members highlighted concerns to the school and alleged that it had negatively impacted on proposed numbers.</p> <p>Mrs Newton reported that a survey on the condition of the premises had been completed by the Local Authority. Members noted that information in the report would provide a clearer picture of the condition of the school site which in return will be used to help ensure that funding is targeted to where it is most needed.</p> <p>AGREED:</p> <p>(a) THAT the following Expenditure Limit be delegated to the Headteacher:</p> <ul style="list-style-type: none"> • Any item of expenditure up to £5000; • Above this limit, if item was previously notified to the Interim Executive Board; • Prior Interim Executive Board approval to be sought outside this limit; <p>(b) THAT expenditure, outside of the limit be reported at the earliest opportunity;</p> <p>(c) THAT Mrs Grant (Finance Officer) be invited to the next meeting to provide a Finance update;</p> <p>(d) THAT the Condition survey be presented at the next meeting.</p>	<p>IEB</p> <p>Headteacher</p> <p>Mrs Newton /Mrs Grant</p> <p>Mrs Newton</p>
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<p>8 Action taken by the Chair</p>	<p>Behaviour The Chair reported that during a visit to the school she had witnessed extreme crisis of behaviour from pupils towards staff. Members noted that traits of aggression had been displayed from pupils due to a lack of staff management to control the situation. The Chair considered the safety to both pupils and staff and after formulating a risk assessment believed the situation to be unacceptable. The Chair confirmed that an emergency meeting had taken place between Local Authority Officers, Mrs Scott and herself to ensure that strategies were implemented with immediate effect to ensure safety of both pupils and staff remained paramount.</p> <p>Expenditure The IEB were informed that the Chair had authorised expenditure in excess of the Headteacher's expenditure limit. Members noted that £4900 was spent on decorating costs and a further £3020 for furnishings.</p> <p>The Chair informed Members that £17,000 had been requested from capital expenditure for ICT equipment costs. In the absence of the Headteacher, Members voiced concerns and requested further information be presented before approval could be provided</p> <p>AGREED ACTIONS</p> <p>THAT further information be required to the IEB for the planned spend of £17,000 on ICT equipment.</p>	<p>Headteacher</p>
<p>9 Chairs Report</p>	<p>The Chair presented her report identifying the action plan adopted by the Governing Body prior to conversion to IEB status. Members noted that the plan would need to be reviewed to ensure priorities are aligned to the School Development Plan (SDP). Details of completed actions pre IEB were highlighted including areas of significant concern. Following discussion Members thanked both Mrs Watt and Mrs Scott for their involvement and hard work that had clearly exposed significant improvements to Governance.</p> <p>AGREED ACTION:</p> <p>THAT key priorities and focus work be considered under Item 12 of the Agenda.</p>	<p>IEB</p>
<p>10 Consultant Headteacher Context Statement</p>	<p>Teaching and Learning Mrs Newton reported there were variations in the quality of teaching and learning that are evident across all three phases of teaching. Members noted that there remained a proportion of inadequate implementation, leading to weak progress overtime. Members stated that emerging evidence identified that support</p>	

from the Lead Consultant Headteacher had led to improvements in teaching in some classes.

Curriculum

Mrs Newton reported that the school's current curriculum had little or no structure or coherence, and leaders had not appropriately considered sequencing. Pupils therefore experienced a jumbled, disconnected series of lessons both

within year groups and across year groups. Some classes plan thematically whilst others teach in single subjects. There was no assessment for curriculum subjects beyond Reading, Writing and Maths and therefore there are no clear end points for pupils to achieve. Class arrangements are uncertain from year to year and the different mixed aged combinations had impacted on the curriculum. The curriculum needs to build on pupils' knowledge, skills or understanding.

Behaviour

Mrs Newton confirmed that a new behaviour policy was implemented at the beginning of the Summer Term designed to bring about consistency in expectations, sanctions and rewards. Prior to this there was not a consistent approach to this across school. Following the implementation of the new policy the Local Authority carried out a review. Officers viewed that a climate conducive to learning was evident across the school, including in the school hall during lunchtime.

Monitoring activities demonstrated that staff were consistently implementing the new behaviour policy and most pupils responded positively to it. However, it was unclear how incidents of poor language choices, violence towards others and the environment and lack of compliance with instructions, were reducing as a result. A minority of pupils showed a lack of respect for each other and/or staff and a lack of self-discipline. These pupils frequently ignored or rebut requests from teachers to moderate their conduct. This resulted in poor behaviour across the school.

Outcomes

Data was provided by Mrs Newton highlighting National Benchmarking outcomes and Attainment across all Year groups.

The following was reported:

GLD: Outcomes remained stable and broadly average. Evidence from lesson observation suggested that the accuracy of writing assessment may not be accurate across both Year 1 classes. Some pupils were operating at a very early stage of writing development and are not applying their phonic knowledge independently.

Phonics: 83% of pupils reached the standard of the phonic check. This was broadly average but lower than last year.

	<p>KS1: Similar outcomes to last year at the expected standard and broadly average against National. There was a dip at GD to below average in all subjects. In addition, there had been a dip also for disadvantaged pupils in Reading and Maths, therefore the gap between this group of pupils and other pupils nationally has widened.</p> <p>KS2: Outcomes indicated that attainment at the end of KS2 had strengthened with 63% of pupils reaching the expected standard in RWM combined. The school is in line with national in this measure. There had been improved outcomes for disadvantaged pupils to 40% up from 29% in 2018.</p> <p>IEB Support: A discussion took place regarding the IEB supporting Leadership and Management and providing additional support to the Consultant Headteachers and brokering provision to demonstrate best practice to staff. Members acknowledged that priorities had been established by Mrs Newton and that the SIP was currently being reviewed. The SIP will convey an expectation to increase standards in all areas detailed within her report.</p>	
<p>11 School Leadership from September 2019</p>	<p>Members noted that support had been sought from Mrs Newton Headteacher from Hardwick Sedgefield Primary School. She will be providing 0.6FTE support as a Lead Consultant Headteacher in a shared capacity with 0.3FTE support of Mr Harrison Headteacher from Ox Close Primary School.</p> <p>Mrs Newton reported that she would lead on improvements in Teaching and Learning in Key Stage 1 and Key Stage 2 and provide coaching opportunities for the Deputy Headteacher. It was noted that Mr Harrison will be providing the maximum support to increase Behaviour and Wellbeing.</p> <p>Discussion took place regarding the responsibilities held by the Deputy Headteacher. It was understood that a clear protocol for leadership arrangements is in place for when the Headteacher is not in school. It was confirmed that the Deputy Headteacher would be expected to step up as the Acting Headteacher in the absence of the existing Headteacher and she would withdraw from a teaching capacity.</p> <p>Members questioned if the Deputy Headteacher had completed her National Professional Qualification for Headship (NPQH). Mrs Newton informed Members that she had not completed the course. Members were assured that Mrs Newton had taken advice from the Local Authority regarding processes to support the Deputy Headteacher. It is believed that the support would be ongoing along with support from external bodies.</p>	

	<p>Mrs Newton confirmed that staffing would remain static until the end of the Academic year 2018/2019, citing historic difficulties in the context of performance management.</p> <p>Members were made aware that Mr Harrison had brought in support in the capacity of an additional teacher from Oxclose Primary School for one term which would be funded by Chester Le Street CE Primary School. Members questioned if the Headteacher was aware and if implementation had been agreed prior to her absence. Mrs Newton confirmed that the Headteacher was involved prior to her absence and was aware of the additional resource provided.</p> <p>Key priorities were discussed as highlighted in the Local Authority Review dated July 19. Members questioned if the School had been allocated a new Educational Development Partner following the retirement of Mrs Bennett. Mrs Newton notified Members that the allocation of a new EDP was still outstanding following the Local Authority restructure.</p> <p>Members questioned if the Local Authority had provided support regarding subject knowledge. Mrs Newton stated that this was not the case. Phase leaders were providing the support to enable all teachers to be competent and systematic within their knowledge and delivery. Members asked if this would result in a Teaching and Learning Responsibility (TLR) payment. Mrs Newton confirmed that it was part of the curriculum and therefore wouldn't warrant additional responsibility above and beyond their current grading structure.</p> <p>Mrs Newton highlighted support staff arrangements and updated Members with the proposed plans for Teaching Assistant allocations.</p> <p>The Chair informed Members that she had been into school and provided staff with clarity and understanding of the Local Authority judgement of requiring improvement/inadequacy. The Chair confirmed that she highlighted the IEB responsibility and provided overview of the key areas and recommendations to move the school forward.</p>	
<p>12 Key Priorities and Focus Work of the IEB</p>	<p>Members discussed the most the appropriate actions considered necessary to ensure the school continues to move forward.</p> <p>The following was highlighted:</p> <ul style="list-style-type: none"> ▪ Work with LA Officers to secure effective leadership of the school from September and to secure long-term leadership arrangements for the school, being open to considering different models of leadership for the school ▪ Monitor safeguarding across the school, exclusions and provision for vulnerable pupils 	

	<ul style="list-style-type: none"> ▪ Monitor actions taken and allocate funding to improve behaviour ▪ Resolve staffing issues and Complaints ▪ Review financial performance of the school and ensure Best Value ▪ Review staffing structure ▪ Ensure Governance is evaluated as effective at Ofsted Inspection ▪ Monitor the School Improvement Plan 2019-2020 ▪ Ensure robust processes and procedures for staff appraisal are followed and that staff are held to account for performance ▪ Promote and support leadership actions to develop an outward facing school and engagement with wider partners. <p>AGREED ACTION:</p> <p>THAT the IEB agreed the Action Plan.</p>	IEB
<p style="text-align: center;">13</p> <p>Policies</p>	<p>The Chair reported that the Model Complaints Policy is to be approved by the IEB.</p> <p>AGREED ACTION:</p> <p>THAT the IEB adopt the statutory Model Complaints Policy.</p>	IEB
<p style="text-align: center;">14</p> <p>Any Other Business</p>	<p>School Scrutiny Group (SSG) Meeting</p> <p>The IEB discussed the minutes of the SSG meeting held on 16 July 2019 and noted the following areas had been considered:</p> <ul style="list-style-type: none"> • Current Attainment • Consultant Headteacher update • IEB Report • Report from LA and Diocese <p>Committee</p> <p>Members were informed that there were several items of business which require delegation to appropriate committees. In addition, the IEB are required to provide representatives to attend an Attendance Management Hearing.</p> <p>Board Member Responsibility</p> <p>The allocation of areas of responsibilities to Members was discussed.</p> <p>School Website</p> <p>Following a discussion Members expressed concerns regarding the quality of the school website. Members highlighted the lack of content and raised concern to the viability of navigation within</p>	

	<p>the site. Following discussion Members believed that the site should be hosted by the Local Authority to ensure content remained current with informative notifications to provide recommendation when necessary.</p> <p>AGREED ACTIONS:</p> <p>(a) THAT the IEB membership with effect from 1 September 2019 be agreed as follows</p> <p>First/Pay Review Committee</p> <ul style="list-style-type: none"> • Mr Piercy • Mrs Scott <p>Appeals Committee</p> <ul style="list-style-type: none"> • Ms Robinson • Mrs Smith • Mrs Watt <p>(b) THAT areas of responsibility be allocated as follows:</p> <ul style="list-style-type: none"> • Mr Piercy – Policy Development, Staffing • Ms Robinson – Financial Management including Pupil and Sports Premium, SEND, Attendance • Mrs Watt – Safeguarding, Leadership and Management • Mrs Scott –Early Years, Quality of Teaching and Learning • Mrs H Smith – Curriculum, Teaching and Learning <p>(c) THAT the Local Authority’s ICT Team be contacted to arrange for hosting of the school website</p>	<p>IEB</p> <p>IEB</p> <p>Mrs Newton</p>
<p>16 Date and Time of Next Meeting</p>	<p>The following meeting dates be agreed:</p> <p>First Committee</p> <ul style="list-style-type: none"> • Monday 9 September at 3.00pm <p>Interim Executive Board</p> <ul style="list-style-type: none"> • Monday 9 September at 4.00pm • Wednesday 9 October at 4.00pm • Monday 4 November at 4.00pm • Wednesday 4 December at 4.00pm 	

There being no further business the meeting closed at 4:50pm

Signed
Chair

Date