

**CHESTER-LE-STREET CE PRIMARY SCHOOL  
INTERIM EXECUTIVE BOARD ACTION PLAN 2019-2020**

The IEB in its strategic role will challenge and support the school and its' leaders in order to provide confident, strategic leadership and to create robust accountability, oversight and assurance for educational and financial performance. In so doing, the IEB will fulfill effectively its three core functions:

- Ensuring clarity of vision, ethos and strategic direction;
- Holding leaders to account for the educational performance of the organisation and its pupils, and the performance management of staff;
- Overseeing the financial performance of the organisation and making sure its money is well spent.

The IEB will:

- Fulfil its strategic role;
- Carry out its statutory responsibilities;
- Will seek out internal and external evidence that enable it to challenge and support the school and its leaders;
- Further develop its knowledge of strengths and areas for development of the school.

PRACTICAL GOVERNANCE				
Action	Who	Start/By	Success Criteria	Impact/Next steps
1.1 School Improvement Plan 2019 -2020 considered	IEB	Sept 2019	School Improvement Plan approved; evaluation of impact on-going across the academic year	<i>IEB explicitly focused on SIP; success criteria set by IEB – clarity of expectations established; challenge and support linked to key priorities and actions Initial Policy review by IEB complete; on-going. Clerk ensures challenge in meetings is clearly minuted. Agenda for next meetings and/or monitoring activities ensure that challenge/matters are followed up.</i>
1.2 Governor monitoring activities focus on evaluating impact of School Improvement Plan (SIP) priorities 2019-2020 in securing accelerated improvement in: <ul style="list-style-type: none"> <li>▪ The Quality of Education 1.1-1.3</li> <li>▪ Behaviour and Attitudes 2.1</li> <li>▪ Personal Development 3.1</li> <li>▪ Leadership and management (including Safeguarding) 4.1 - 4.4</li> <li>▪ Early Years 5.1 - 5.2</li> </ul>	IEB members with link focus areas  QoE - HS CS Vulnerable groups – CR Curriculum -HS B&A - All IEB PD - HS L&M BW BP Budget Management CR Safeguarding BW Lead & All EYs CS	Start 4.9.019	Members are skilled in fulfilling the strategic role of the IEB and perform their role in a way that brings about rapid school improvement and enhances the effectiveness of the school.  Members monitor the work of the school so that the IEB provides effective challenge and support to the school and its leaders.  Monitoring is frequent and sharply focused on the impact of school improvement actions on pupils' learning and development.  AHT performance management is robust, well-focused objectives for 2019-2020 set Timescales for new HT PM agreed and HT performance objectives set	<i>Ensure IEB monitoring activities are aligned to school leaders' monitoring schedule IEB continue to monitor actions and impact to address any emerging issues or continuing areas of concern/barriers to improvement            Ensure leaders continue to develop staff understanding of challenge and support through monitoring.            Phase leaders' role in monitoring of En and Ma has increasingly positive impact on QoE and addressing weaknesses; IEB to focus future monitoring on impact of middle leadership across the wider curriculum and on quality of teaching. Middle leaders have increased confidence to undertake role independently.             Previous HT resigned Oct 2019; PM process for AHT robust – LA SLA (CY) external adviser. Due to interim position of AHT one objective focused on interim leadership of the school set for initial period of one term. Interim review meeting set March 2020; from March 2020 IEB to ensure that new HT undertakes PM for DHT</i>

			<p>IEB members have accurate information to challenge leaders about the rate of progress in bringing about rapid school improvement.</p> <p>QoE ensures that pupils have meaningful opportunities to fully engage in and actively contribute to the life and Christian ethos of the school</p>	<p><i>following this review IEB to monitor that new HT leads management of Interim PM Review meetings with teachers – liaison with DHT on management of the process New HT PM meeting tba. AHT/CHT reports to IEB provide outcomes, attendance and exclusion, behaviour incident data, feedback from leaders’ monitoring; also report actions leaders are taking to improve QoE and the barriers and accelerators to progress. IEB members challenge and probe into information provided to secure good understanding of impact of actions taken and to seek evidence of progress being reported. Greater clarity about information being presented will continue to be sought as needed through questioning at IEB meetings and follow-up monitoring visits and meetings with leaders. Lead CHT provides accurate budget and financial management information to the IEB. Impact: IEB has increased and accurate financial information about the school and knows what further financial information is needed to ensure improved budget management and best value so that financial resources are well -targeted and budget spend improves provision, especially for disadvantaged and vulnerable pupils. Outcomes of financial audits and budget monitoring by Lead CHT and IEB member to be shared with new HT to impact on staffing arrangements and school organisation going forward</i></p> <p><i>IEB Members meet with CLT and monitor how pupil voice is acted upon</i></p>
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			<p>so that they flourish during their time at CLS</p> <p>IEB members provide strategic leadership in developing Vision and Ethos of our Church School with School Leaders</p> <p>Pupils' behaviour and attendance improves; the attendance of vulnerable pupils more closely aligned to that of others.</p> <p>Improved pupil behaviour impacts positively on attitudes to learning and developing resilience</p>	<p><i>Feedback from CHT (DH) and talking with pupils evidence increased opportunities are arranged/ analysis of pupils and parent questionnaires ensure IEB members are informed of planned actions and impact. Vision and Ethos to be key agenda item at meeting on 24.2.2020; IEB Member (HS) to lead work with new HT and include engagement work led by CHT (DH). IEB to monitor impact of planned actions by CHT and leadership of new HT in establishing shared Vision and Ethos of our Church school. IEB to monitor impact on behaviour, personal development, parental and community engagement and the QoE. IEB monitors exclusions – consistent application of policy led by AHT since September has impacted on reduction in parental complaints and exclusions. IEB monitors crisis pupils' provision, attendance and exclusion PP spend monitored and challenged by IEB member (CR)</i></p>
2.0 IEB supports and challenges school's preparation for Ofsted Inspection			<p>Members know changes to Ofsted Inspection Framework and use EIF to inform their challenge and support</p> <p>September 2019 EIF leaders self-evaluate school's provision in line with Framework</p>	<p><i>IEB members use EIF to support monitoring – secures accuracy of monitoring evaluations. IEB Chair and one member -LA training Sept 2019; SEF shared with IEB Training on new EIF and Ofsted updates (CY SLA) 4.12.19 IEB monitoring, meetings and discussions – impact: activities/actions in are place/planned to support school improvement and preparation for inspection. HT recruitment process completed; new HT appointed w/e from 24.2.2020. Transition meetings taken place between AHT, CHTs, IEB, and LA SLA Feb 2020 to support</i></p>

				<p><i>preparation for inspection</i>  <i>IEB Member (HS) to support new HT in preparation for SIAMS</i></p>
<p>3.0 Safeguarding is monitored closely; weaknesses addressed rapidly</p>	<p>BW – Lead  All</p>		<p>Safeguarding practice in school is improved and website is compliant.</p>	<p><i>SCR non-compliance and admin staff training needs identified in Sept; progress in updating SCR made; admin member of staff more confident in managing SCR. AHT ensured this progress is maintained, Stronger culture for safeguarding developed through improvements to premises, systems, signage, behaviour strategies and leaders' raised expectations of staff and pupils; monitoring and challenge on-going. Further improvements to site security, e.g. visitors' signing system to be reviewed by new HT</i></p> <p><i>Staff training on use of CPoms led by AHT to improve consistency and effectiveness of practice.</i></p> <p><i>IEB action: monitoring of safeguarding on-going</i></p> <p><i>Website now compliant re publication of SG and CP policy and procedures. Future monitoring to ensure that new information is uploaded rapidly to secure accurate information sharing with all stakeholders and audiences – on-going. IEB to identify with new HT who will have responsibility for updating website.</i></p>

STRATEGIC PLANNING and FINANCIAL PROBITY				
1.0 IEB monitors and evaluates impact of budget spend on provision and outcomes	CR	Sept 2019 – April 2020	Financial management is robust and impacts positively on provision and outcomes	<p><i>Financial management improving with increased rigour in monitoring and holding accountability for spend - previously identified weaknesses in budget management, planned expenditure and lack of robust monitoring of or accountability for spend are being addressed.</i></p> <p><i>IEB brokered LA Internal Audit of School Accounts including Breakfast and After-school clubs – feedback and impact on future actions to IEB 24.2.2020</i></p> <p><i>Strategic Planning Strategy meeting with LA Officers held on 6.12.19. attended by BW/BP. Strong political will from LA and Local Cllr to support school –positive engagement with Cllr Smith. IEB to monitor progress and support going</i></p> <p><i>IEB is well-informed about the financial position of the school so that it provides effective challenge and support to leaders in planning budget spend.</i></p> <p><i>Developing effectiveness of Business Management within admin team is future focus to support leadership and management.</i></p>
2.0 IEB reviews staffing structure to secure effective provision and set balanced budget 2020-2021	CR Lead All	Start October 2019 -	Balanced budget set 2020-2021 Review of full staffing structure - not needed at this time see ->	<p><i>Monitoring of budget and staffing structure – balanced budget set Feb 2020.</i></p> <p><i>Accelerating the rate of improvement in the effectiveness of the school is limited by:</i></p> <p><i>Key improvements needed in effectiveness of staffing and systems to support L&amp;M and QoE</i></p> <p><i>Review of TA working to Agreement (IEB BP) completed; TAs now working in line with Agreement</i></p> <p><i>Review of expectations of SENCo post and impact of increased release time on provision and outcomes to be undertaken –</i></p>

				<p><i>IEB Leads- BP/CR</i>  <i>Roles and responsibilities of admin staff - analysis completed; feedback from CHT (SN) and BP on progress at IEB meeting on 24.2.20. Actions to improve effectiveness of admin team to be identified by new HT; HR advice sought in preparation for potential 2021/2022 deficit budget. IEB may need to take remedial action in readiness.</i></p>
3.0 IEB to support effective induction of new Headteacher into post	All	Start	New HT is effectively inducted into post and provides strong leadership and management	<p><i>Meetings with LA SLA, AHT, CHTs and Chair held prior to half term.</i>  <i>LA Induction for HT new to Durham shared with HT (CY)</i>  <i>On-going CHT support to be agreed HT/CHT/LA SLA (CY)/Chair</i>  <i>LA Review of School March 2020 (date tba) to evaluate progress since Review July 2019 and provide baseline for new HT.</i></p>
<b>EVIDENCE AND INFORMATION GATHERING</b>				
<ul style="list-style-type: none"> <li>▪ From 24.2.2020 HT reports to IEB</li> <li>▪ Acting Headteacher reports to IEB up to 24.2.2020</li> <li>▪ Strategic Lead CHT Reports up to 14.2.2020</li> <li>▪ Chair/AHT/CHT meetings up to 24.2.2020</li> <li>▪ Chair/HT meetings from 24.2.2020</li> <li>▪ IEB members CPD for staff/leaders/support and/or attendance at key meetings with LA Officers and school staff</li> <li>▪ SLA Notes of Visit</li> <li>▪ LA Budget Officer updates reported to IEB</li> <li>▪ Feedback from pupils, parents/carers and staff questionnaires</li> <li>▪ School Budget Officer reports</li> </ul>			<ul style="list-style-type: none"> <li>▪ IEB monitoring activities, including scrutiny of policies and documentation provided by leaders</li> <li>▪ Clerk to Governors minutes of meetings record IEB challenge and actions</li> <li>▪ CG and another Member (CR) attendance at LA Termly Chairs' meetings/briefings</li> </ul>	