

# St Joseph's Catholic Primary School, Malmesbury



## Minutes Interim Executive Board (IEB) Meeting 21/09/2023 18:30 – 21:00hrs

*Minutes approved by the board on 12/10/23. One minute is closed others have been redacted due to their confidential nature. These are shown in italics.*

<b>Present:</b>	Kirsty Martin (Chair) (KM), Jessica Higgins (JH), Kevin Burchall (KB), Gabriella Tiley (GT), Simon Watkins (SW)
<b>Co-Headteachers:</b>	Paul Bacon (PB), Karen Bathe (KBa)
<b>Meeting Clerk:</b>	Rachael Atkins (RA) – Wiltshire Council Clerking Service
<b>Non-IEB</b>	Andrew Best (AB) - Head of School Effectiveness, Wiltshire Council
<b>Apologies:</b>	None recorded

	Agenda Item	Actions
<b>1.1</b>	<b>Welcome and opening prayer</b> The Chair welcomed everyone to the meeting and the interim heads were introduced to those who had not previously met them. GT led those present in an opening prayer.	
<b>1.2</b>	<b>Apologies</b> None recorded for this meeting.	
<b>1.3</b>	<b>Declaration of Interests, Gifts and Donations</b> GT was reminded to send in her business interests form. Governor section on school website to be updated accordingly	<b>Action:</b> GT and KM
<b>1.4</b>	<b>Minutes and Matters Arising</b>	
<b>1.4.1</b>	Minutes from 06.07.23 were approved and ratified during the meeting as being a true record.  Governors noted the need to make minor alteration in naming convention for clarity purposes prior to being published on the website.	<b>Action:</b> KM - Complete
<b>1.4.2</b>	Actions: <ul style="list-style-type: none"> <li>Upload IEB Terms of Reference to website – COMPLETED</li> </ul>	





1.5.3	<p>intent to attend an upcoming Mass and meet parishioners informally over coffee. GT offered to make introductions to Father Thomas.</p> <p>Governors questioned community demographics for St. Aldhelms and were informed that the church had a thriving community with diverse congregation and dedicated youth services.</p> <p>The school's first mass of the academic year was judged as being very positive and the children had sung and read beautifully.</p> <p><u>Building works:</u></p> <p><i>Salix project:</i> Work continued in the drive towards making the school carbon neutral using a government Salix grant. During the summer the air source heat pump project continued with two double horizontal bench evaporators fitted to the flat roof of the building. In October half term these will be connected to the plant room which will be sited in the location of the existing gas boiler is to be removed. It is expected that the heat pumps will be fully operational to heat the school from Term 2. The solar panels on the roof were commissioned during the summer. The school is seeking to secure paperwork relating to the project. Information is needed to understand the resilience of the systems. As projects are operational and not normally governor activity the interim heads have registered with Salix to oversee completion of the project. The school will now register with the Scottish Power buy-back scheme – investigations on how to complete this are underway.</p> <p><i>SCA funded projects:</i> several bids had been made to the diocese for assistance in improving the building. One of these was for LED lighting to complement the Salix project. A request was made to the chair to redirect this funding to support the cost of 12 additional solar panels which had been approved by the previous board but were uncoded in both the original project and the school budget. A new LED bid will be sought in the next funding round. Asbestos removal was also required from the boiler room for the Salix project. As chair KM signed off paperwork as requested. The diocese underwrote that cost.</p> <p>Additional uncoded Salix works are required to flush the heating system. The school is sourcing contractors and pricing. This needs to be completed prior to the October heat pump works.</p>	
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<p><b>1.5.4</b></p>	<p>Many further improvements were made to the school estate. These included the provision of new toilets to resolve a safeguarding concern, a refurbished library (funded by the PFA), new office spaces including a small meeting room off reception and quiet rooms for the ELSA and for PPA, relocated heads office and new SBM office space. The kitchen and canteen space now has an improved ceiling to dampen acoustics and make conversation easier at lunchtime, previously children had been asked to keep quiet as the hard ceiling led to elevated sound levels. A new kitchenette (partially funded by the local Co-Op store) has been installed for use by the children in DT and in clubs. Equipment for the kitchenette is being gifted by supporters of the school.</p> <p><u>The Land</u></p> <p>The Curia is responsible for a large tract of land which stretches from the school gate in Holloway to the back of the church and down to the river. Approximately half of this is used by the school. The river frontage is fenced off. There is a plan to sell a small area of land and an access strip, including the fenced riverbank, so the untended area of land behind the church can be taken over and maintained. The impact on St Joseph's is the reduction in land available to the school by a strip of up to 4m and an area of 4x4m. The use of the land is in the gift of the Curia, so the loss of a strip is not a strategic decision. KM asked the diocese what the expectation was from the IEB and discovered the previous board had been querying insurance. Following an exchange of documents to better understand the site, KM has resolved that the exchange of land and its insurance is operational and has asked the school to take over responsibility for arrangements with the diocese. Improved use of the site for the school will be considered by the IEB when there are budgetary or strategic implications.</p> <p>While walking the site prior to term starting, KM noticed a hole in the fencing by the river which had appeared during the summer and reported this as a safety risk. It has now been fixed.</p>	
<p><b>1.5.5</b></p>	<p>Relevant documentation had been uploaded onto the school's SharePoint for review prior to the meeting.</p> <p>The IEB was happy with the actions taken.</p> <p><u>Website Compliance</u></p> <p>The Chair had completed an initial website compliance audit and this is to remain as an ongoing action. She highlighted some necessary changes and</p>	

1.5.6	<p>said she would share the findings with the interim heads. In future it is hoped the school improvement advisor will assist in checking compliance.</p> <p><u>Inset Day</u> Staff were informed by email of the appointment of the acting heads. Normally inset days are for teaching and some support staff but on this occasion, everyone was invited to come in to meet PB and KBa. Almost everyone did. KM attended for much of the day and JH also joined for several hours. KBa led a moment of reflection to give some focus to the year ahead.</p>	
<p>1.6</p> <p>1.6.1</p> <p>1.6.2</p>	<p><b>Headteachers' Report</b></p> <p><u>Overview of school and composition</u> The board was assured that St. Josephs was a really lovely school with polite children, very few behavioural issues and that staff seemed happy. There was a general feeling that both staff and children had put "heart and soul" into their school community.</p> <p>The two co-headteachers were reported as working well alongside each other and with complementary skillsets. The importance of effective communication was highlighted along with the challenges of holding dual headship roles.</p> <p>Concerns around staff wellbeing following recent events were raised and a plan to support them was determined.</p> <p>The importance of leadership succession was discussed along with levels of experience within existing staff which included one ECT and one ECT+1. The potential for home-grown leadership development was expressed.</p> <p>Current staffing provision and timetables were currently being reviewed to ensure effective deployment of resources in light of future pupil number and funding forecasts.</p> <p><u>Key Priorities</u> The heads had reviewed the school improvement plan. English is strong but new actions incorporating a deeper focus were being implemented to address areas such as supporting children's writing.</p> <p>The possibility of obtaining support from the Ramsbury English Hub and the Mobius Maths Hub were discussed and contact details are to be shared.</p>	<p><b>Action:</b> SW</p>

<div data-bbox="149 199 251 953">1.6.3</div> <div data-bbox="149 953 251 1297">1.6.4</div> <div data-bbox="149 1297 251 1879">1.6.5</div>	<p>SENCo provision was reviewed and it was reported work was underway to complete a full audit using individual pupil profiles which would also include attendance data and other pre-identified vulnerability characteristics in due course.</p> <p>A strong emphasis had been placed on 'Kindness' within school and staff supported the intent to embed themes of 'Love' (Term 1) and 'Joy' (Term 2) throughout including being at the forefront of language used and promoted within the newsletter. A board member provided positive feedback on the latest newsletters and the opening gospel messages in particular. The newsletter was judged as being a very useful and informative tool for governors and it was agreed that IEB members should be added to the newsletter's distribution list.</p> <p>The importance of seeing children as part of the school community was being promoted through implementation of initiatives such as School Council and a Chaplaincy Team. These also provided an opportunity for chosen pupils to become a driving force and representative body for the school community.</p> <p>The school's religious profile was stated as being 35% pupils and 26% staff Catholic with 46% none-defined, which was felt to be commensurate with other local Catholic primary schools. It was clarified that designation as a Catholic school would remain in place even if there were no pupils of Catholic faith on roll.</p> <p><u>Health &amp; Safety</u></p> <ul style="list-style-type: none"> <li>• The Diocese had organised for a RAAC survey to be undertaken on behalf of the school</li> <li>• Awaiting report from latest Fire Risk assessment which had been conducted by an external contractor.</li> </ul> <p><u>Internal activities / Community cohesion</u></p> <p>The recent parent meeting had been relatively positive with some tricky questions asked of the co-headteachers. An intent to be more outward facing with greater inclusivity of parents and community members through Parent Forums and open teaching sessions (such as the upcoming live phonics sessions) to promote accessibility and conversations was shared. There was also greater accessibility to the Senior Leadership Team through their presence on the playground at the start and end of the day and by instigating an open door policy for staff.</p> <p><u>SATs</u></p> <p>Recent SAT results were discussed and are to be shared with parents.</p>
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<p>1.6.6</p> <p>1.6.7</p> <p>1.6.8</p> <p>1.6.9</p>	<p>Phonics in particular (100 %) was expressed as being an incredible result and reflective of the writing and language being used within this particular cohort. The systematic synthetic phonics scheme 'Unlocking Letters &amp; Sounds' had been recently implemented and was felt to be effective.</p> <p>KS2 results were better than expected with a combined Writing, Reading Maths result of 61% which was higher than the national result and progress within reading and writing noted as +1.72 and +1.71 respectively. Progress for Mathematics was observed as being -1.51 and it was confirmed that Mathematics results were low across the Local Authority.</p> <p>KS1 writing (43%) was reported as being a specific area of concern. Numbers of SEND and disadvantaged pupils and impact of writing interventions were considered along with some staffing inconsistencies. Further specific writing interventions to be considered.</p> <p><u>SEF/SIP (2023-2024)</u> To be reviewed and comments fed back to the Chair for collation and sharing with co-headteachers.</p> <p><u>SDP</u> Staff to take ownership of SDP once they have had time to fully review it and refine. Additional links for disadvantaged learners to be incorporated. Inclusion dashboard due to be released shortly.</p> <p><u>Staff Performance Management Reviews</u> Pay Panel to be convened and conducted via Teams.</p> <p><u>Demographics</u> IEB's attention brought to the challenges being faced due to a significantly high number of children on the SEND register (currently under review) and the school's Pupil Premium cohort sitting above the national average.</p> <p><u>School Worship and Catholicity</u> This has remained a central shared goal of the two IHTs and is being achieved through:</p> <ul style="list-style-type: none"> <li>Monday Values worship: (virtue of Love) [PB]</li> <li>Wednesday Gospel worship: Linked to liturgical year [KBa]</li> <li>Chaplaincy has been defined as Stewardship (school councillors) and Prayer life – (school chaplains or prayer leaders). Children have voted for school councillors and pupils have been nominated or encouraged to apply as prayer leaders.</li> </ul>	<p><b>Action:</b> All governors</p>
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	<ul style="list-style-type: none"> <li>• Chaplaincy commissioning by the Bishop is taking place 12.10.23 – St. Joseph’s will be attending and sharing a bus with St Mary’s Chippenham.</li> <li>• Liaison has been undertaken with St Aldhelms Church and the school has masses planned for the coming period.</li> <li>• Harvest festival assembly/liturgy 4.10.23 – Parents welcome</li> <li>• Review of school behaviour policy and principles around the school’s values (ongoing)</li> <li>• KBa supporting ECT with RE planning</li> <li>• KBa attending RE day 6.10.23</li> </ul> <p>The IEB observed that there was lots to celebrate and that good progress had been made with an action plan already in place to improve the quality of Mathematics provision.</p>	
<b>1.7</b>	<b>Closed minute</b>	
<b>1.8</b>	<p><b>Scheme of Delegation</b></p> <p>It was clarified that whilst financial limits were not contained within the proposed Scheme of Delegation the Local Authority did have a model Finance policy in place.</p> <p>The IEB agreed unanimously to adopt the proposed Scheme of Delegation.</p>	
<b>1.9</b>	<p><b>Safeguarding Policy</b></p> <p>The updated CP and Safeguarding Policy had been circulated prior to the meeting. Changes to the previous policy were highlighted in yellow. The IEB unanimously agreed and ratified the proposed Safeguarding Policy for 2023/2024.</p> <p>Meeting was held on 06/07/23 with Oakford Technologies Ltd to work through the Filtering and Monitoring checklist. Many of the new requirements were found to be in place already but there was more still to be done as regards monitoring arrangements. To mitigate this and show compliance with the updated requirements, further software (Netsweeper) could be purchased and utilised which would register keystrokes etc. Once installed, support would be provided by Oakford Technologies Ltd. with audit reports underpinning the Term 2 meeting with DSLs. Monthly reports are already being supplied to DSLs but the additional monitoring functionality would provide real-time analysis.</p> <p>Board members questioned what the school had done to verify the quality of company used for IT provision and were advised that Oakford Technologies Ltd currently supported approximately 150 schools in</p>	

	<p>Wiltshire and surrounding areas and had impressed whilst assisting with the Data Breach investigation.</p> <p>Staff Acceptable Use Policy to be updated and risk assessment completed once decisions regarding personal device access and monitoring procedures had been made.</p> <p>Safeguarding training log and certificates to be kept by the Chair in absence of full-time clerk</p> <p>Governor with responsibility for Safeguarding was invited to attend the school's next Twilight training session (Focus: Safeguarding) being held on 26/09/23 for purposes of a monitoring visit.</p>	<p><b>Action:</b> Co-headteachers</p> <p><b>Action:</b> KM</p>
<b>1.10</b>	<b>Policies</b>	
<b>1.10.1</b>	<p><u>Policies with named individuals</u></p> <p>Names to be updated in relevant key policies (Whistleblowing, SEND etc.) irrespective of review dates to ensure compliance. The Chair offered to help with this if needed.</p>	<p><b>Action:</b> Co-headteachers</p>
<b>1.10.2</b>	<p><u>HR Policies</u></p> <p>A directive had been received from the Diocese, the salient points of which was read out to the IEB and discussed. It was suggested and agreed that that the school would prefer to adhere to the Local Authority policies for now. Topic to be discussed further at the next Samuel Catholic Schools Partnership meeting scheduled for 02/10/23. KBa to feedback.</p>	<p><b>Action:</b> KBa</p>
<b>1.10.3</b>	<p><u>Uniform Policy</u></p> <p>Unanimously agreed and ratified with a review period of 3 years.</p>	
<b>1.11</b>	<p><b>Behaviour Principles Statement</b></p> <p>Still requires small amount of tweaking and inclusion of religious references. It was agreed that the proposed Behaviour Principles Statement should be adopted as a starting point. Statement to be published on the website and consulted upon. A suggestion was made and agreed for the consultation process to be initiated through the school council and Parent Forum meetings.</p> <p>It was agreed behaviour expectations for the whole school community needed to be established and communicated.</p> <p>The Serial and Unreasonable Complaints Policy was confirmed as being published on the website and all staff and governors needed to be aware of it.</p>	<p><b>Action:</b> Co-headteachers</p>
<b>1.12</b>	<b>Sports Premium</b>	<b>Action:</b> PB

	The Sports Premium Report was unanimously accepted subject to verification of the template version (to be published if on the correct template and brought back to the next IEB meeting once updated if not).	
1.13	<p><b>IEB Action Plan</b></p> <p>Key subject areas and preliminary actions:</p> <p><b><u>Governance</u></b></p> <ul style="list-style-type: none"> <li>• <i>Appoint Clerk</i></li> <li>• <i>Governance structure</i> - Agenda Planning/Policy planner – to come back to the IEB for approval</li> <li>• <i>Compliance</i> - website had been reviewed but will need to be reviewed further with actions cross-matched against must/should statements. Changes being made as required whilst carrying out the reviews where possible. Review results to be shared with co-headteachers.</li> <li>• <i>Effective monitoring</i> - visits already underway and the IEB was happy with the outline programme. Dates for visits to be agreed with staff prior to taking place.</li> <li>• <i>Identify future governors</i></li> <li>• <i>Induction</i></li> <li>• <i>Establish shadow board</i></li> </ul> <p><b><u>Pupil Recruitment</u></b></p> <ul style="list-style-type: none"> <li>• <i>Issues with pupil recruitment</i> – work started as per minutes.</li> <li>• <i>Immediate action</i> - as outlined above. Also, GT to talk to Father Thomas regarding Baptismal / Children's liturgy</li> <li>• <i>Long-term strategy</i></li> </ul> <p><b><u>Community and Parental Engagement</u></b></p> <ul style="list-style-type: none"> <li>• <i>Vision and Values</i> - Need to be established, with community involvement.</li> <li>• <i>Behaviour</i> - as outlined above</li> <li>• <i>Reputation</i> – KB to provide lead on reputational factors. Publicity -Social media accounts reported as having been created. KB &amp; KM to discuss. Offer of help received from a parent experienced in content creation.</li> </ul> <p><b><u>Staff Engagement</u></b></p> <ul style="list-style-type: none"> <li>• <i>Wellbeing</i> - Staff wellbeing survey –JH, PB and KBa to discuss further after the meeting. KM to provide survey results from 22/23 academic year. Survey based on Ofsted questions but may be appropriate to be more tailored this year. Google forms to be used due to automatic analysis capability.</li> <li>• <i>Reassurance</i> - Co-headteachers to initiate social/semi-formal / informal sessions with staff. To include available IEB members</li> </ul>	<p><b>Action:</b> KM</p> <p><b>Action:</b> KM - ongoing</p> <p><b>Action:</b> All governors</p> <p><b>Action:</b> GT</p> <p><b>Action:</b> Co-heads</p> <p><b>Action:</b> KB/KM</p> <p><b>Action:</b> JH/KM and co-heads - KM has shared Feb23 survey.</p> <p><b>Action:</b></p>

	<p><b><u>Site</u></b></p> <ul style="list-style-type: none"> <li>• <i>Land</i> – decisions to be made over use</li> </ul> <p>The IEB agreed to use the action plan as a starting point to build on as needed. Work on actions has already begun.</p>	Co-heads
1.14	<p><b>Admissions</b></p> <p>The recent consultation to increase PAN from 420 to 630 places issued by Malmesbury CofE Primary school was discussed along with the potential impact on pupil numbers in surrounding schools.</p> <p>Pupil forecasts currently showed that the school was facing a falling roll scenario which was a trend being seen both nationally and within Wiltshire as a whole. However, the impact of recent transfers of NoR along with projected reception admission numbers was noted as increasing the trend at St Joseph's</p> <p>Open days and distribution of flyers has been organised in order to raise the school's profile with prospective parents. Possibilities of forging stronger links and holding joint activities such as coffee mornings with preschool were explored. Other options to be considered included obtaining new photos to promote the school and means by which to celebrate the school's unique selling points, which included being viewed as small school with a village school feel, with nurturing environment and good wraparound provision.</p> <p><u>In year admissions</u>: Panel required to be convened on an ad-hoc basis as and when needed to approve admission applications. The IEB retrospectively approved two recent admissions during the meeting.</p> <p><u>PAN consultation</u>: The IEB agreed to keep the PAN at 20.</p>	
1.15 1.15.1	<p><b>AOB</b></p> <p><b><u>Future School plans</u></b></p> <p>The IEB considered possible future plans in relation to the school's categorisation and possible opening up of staff recruitment possibilities as a consequence. The importance of the school's religious ethos was stressed and a recommendation made that it would be better for stability purposes if the school remained a maintained LA school with a view to investigating possible trust options (with Catholic capacity) if required further down the line.</p> <p><u>Date of Next meeting</u> 12<sup>th</sup> October @ 1800hrs – via TEAMS</p>	

	Proposed dates for Term 2 meetings circulated prior to the meeting.	<b>Action:</b> KM
	The meeting finished with a closing prayer at 20:54hrs.	

### Actions

Item	Action	Who
1.3	Governor section on school website to be updated. Business Interest Declarations to be completed	KM GT
1.4.1	July minutes to be amended to differentiate between Simon Watkins and Sue Woods	KM
1.4.2	Advertise clerk role Check on additional clerking costs	KM AB
1.4.3	Outstanding DBS applications to be completed	All
1.6.2	Hub contact details to be shared (Maths & English)	SW
1.6.6	SEF / SIP to be reviewed and comments fed back to the Chair SEF / SIP feedback to be collated and shared with interim co-headteachers	All KM
1.9	Staff Acceptable Use Policy to be updated and Risk Assessment completed Safeguarding training log and certificates to be kept	PB / KBa KM
1.10.1	Key policies to be updated (change in named contacts/responsibility holders)	PB / KBa
1.10.2	Samuel Partnership to discuss use of HR policies. Feedback	KBa
1.11	Behaviour principles consultation and adjusting	PB / KBa
1.12	Confirm if changes required to Sports Premium report	PB
1.13	Agenda Planning/Policy planner – to come to the IEB for approval Website Compliance results to be shared with interim co-headteachers Check Musts/Shoulds Monitoring visit dates to be arranged with staff Discuss baptismal/church liturgy with Father Thomas Vision and Values Publicity and Social Media to be discussed further Staff Wellbeing Survey to be discussed further 22/23 Staff Wellbeing Survey results to be shared with co-headteachers Initiate social/semi-formal / informal sessions with staff. To include available IEB members	KM KM KM All GT PB / KBa KB / KM JH / co-heads KM PB / KBa
1.15.1	Proposed dates for Term 2 meetings circulated prior to the meeting.	KM