



**Minutes of the
Interim Executive Board meeting of
Duncombe Primary School
held on
Monday 18th May 2020 at 3pm**

Members present:

Judith Fortune - Chair of the Interim Executive Board

Juliet Benis - Headteacher of Ambler Primary School

Penny Kenway - Head of Early Years, London Borough of Islington

Helen Ryan - Headteacher of Duncombe Primary School

Debbie Stevenson - Head of Schools and Early Years Finance, London Borough of Islington

Mark Taylor - Director of Learning and Schools, London Borough of Islington

In attendance:

Anthony Doudle - Head of School Improvement, London Borough of Islington

Victoria Mitchell - Clerk to the Duncombe Primary School Interim Executive Board

Monique Roberts - School Business Manager of Duncombe Primary School

Judith Fortune chaired the meeting and Victoria Mitchell wrote the minutes.

1. Welcome, introductions and apologies for absence

1.1 All members of the Interim Executive Board (IEB) introduced themselves to each other. Judith Fortune, a retired former headteacher of a nearby Islington school, was introduced as the Chair of this Interim Executive Board. It was explained that the Interim Executive Board had been established by the London Borough of Islington to replace the School Governing Board which had not provided effective governance for approximately 8 months and had been disruptive.

1.2 Apologies for absence were received from Candy Holder, the Head of Pupil Services at London Borough of Islington. These were noted. The meeting was quorate.

2. Declaration of Interests

2.1 None were reported.

2.2 The Clerk will email Declaration Of Pecuniary Interest Forms to the members of the Interim Executive Board for completion and return to the Clerk by the next meeting of the Interim Executive Board.

ACTION: All members of the Interim Executive Board to complete a declaration of pecuniary interests form and return it to the Clerk before the next meeting.

3. Terms of reference

3.1 The Board received a draft of the Terms of Reference - Appendix 1 of the meeting papers.

3.2 The Chair stated that she will not determine the agenda alone she will discuss with the Headteacher and other members can forward suggestions/papers prior to the compilation of

the IEB meeting agendas.

3.3 The IEB noted there were various roles related to certain school policies. These roles were previously held by the school governors but now needed to be filled by IEB members.

3.4 The IEB considered the matter and agreed that Candy Holder should be asked to take over as the SEND and Safeguarding link. The Headteacher asked that the Single Central Record is looked at as soon as possible to ensure there are no gaps.

3.5 The IEB agreed that Judith Fortune, as an independent board member, should be made a signatory of the school in place of the previous Co-Chairs of the Governing Board who had resigned.

3.6 It was noted that section 5 paragraph vi stated that clerking of the meetings will be through a service level agreement with Governor Services. However section 6 paragraph i stated IEB minutes will be collated and sent to the Chair within one week for approval, before a wider circulation to members of the IEB by email. However the service level agreement with governor services states that the first draft of the minutes will be written and sent to the Chair in 10 working days. It was therefore agreed that section 6 paragraph i should be amended to read IEB minutes will be written and sent to the Chair within 10 working days for approval in accordance with the the service level agreement with Governor Services.

3.7 Question: Why do the minutes need to be published on the school website?

Answer: This is an Ofsted expectation just as Governing Board minutes are published on school websites. It is also sensible for Duncombe Primary School to publish these minutes on their website as there is a need for transparency given some of the recent history and news concerning Duncombe Primary School. Any Freedom of Information requests for the minutes can be directed straight to the minutes published on the school website.

3.8 Other than the suggested amendments set out above the IEB agreed to adopt the Terms of Reference in Appendix 1.

4. Schedule of meetings

4.1 The IEB received a set of meeting dates set out in Appendix 2 of the meeting papers. It was noted that the IEB would meet once a month.

4.2 IEB members agreed to adhere to the meeting dates listed up to the end of the summer term July 2020. Meeting dates in the following academic year would be reviewed and agreed after July 2020.

ACTION: IEB meeting dates up to July 2020 were agreed. Meeting dates for academic year 2020-21 to be reviewed and agreed after the July 2020 meeting.

5. School Budget update 2019-20

5.1 The School Business Manager gave a summary of the financial position of the school at the end of financial year 2019-20. Although the School Budget showed a deficit, this was not an accurate figure; there was a delay in processing the capital income from London Borough of Islington, which was due to contribute towards the costs of the MUGA.

5.2 The IEB noted the School Budget year-end report for 2019-20.

6. Budget update 2020-21

6.1 The IEB received two budget documents for financial year 2020-21. These were based on two different scenarios. The two different scenarios were described.

Budget scenario A

6.2 A proposed budget for financial year 2020-21 set out in Appendix 4a of the meeting papers was a draft School Budget without any staffing restructure taking place. The Headteacher stated that this Budget would be overspent if the school remained with the current workforce in place without a restructure. The Headteacher stated that she had looked at the budget and made all the cuts e.g. premises and learning resources possible without cutting the staff but these had not had sufficient impact. The budget remained overspent by - £152,684 at the end of the first year and then that deficit doubles each financial year after that. This is therefore an unsustainable model.

Budget scenario B

6.3 A proposed budget for financial year 2020-21 set out in Appendix 4b of the meeting papers was the School Budget with a staff restructure taking place. The Headteacher stated that with this model there would be an overspend on the budget at the end of financial year 2020-21 of -£26,731. However the budget begins to grow in the years after that due to the savings made on staffing. The following financial year 2021-22 the school ends with a budget surplus of £224,051.

6.4 Question: How were these predictions on school income calculated?

Answer: These were estimated based on the anticipated pupil numbers for the relevant years ahead.

6.5 Question: Have all the redundancy payments been included in the calculations?

Answer: Yes. Redundancy payments have been estimated to cost £125,000.

6.6 Question: Does the school have any carry forward left?

Answer: No the carry forward was all spent in the beginning of the last financial year.

6.7 Question: Which of these two scenarios are you recommending the IEB approves?

Answer: Budget scenario B set out in Appendix 4b of the meeting papers is a sustainable model and this is what is being recommended. However this would involve a staffing restructure and streamlining the workforce.

6.8 One IEB member stated that a teachers pensions grant and other sources of income could be obtained and may cover the small year end deficit shown in the proposed Budget scenario B (Appendix 4b of the meeting papers). Debbie Stevenson offered to look at the proposed Budget scenario B in more detail and make suggestions on this after the meeting.

6.9 The IEB then considered the two scenarios that were presented and the budget set out in Appendix 4b of the meeting papers was agreed by the IEB (as appended to the end of these minutes).

6.10 The Headteacher and the School Business Manager thanked Debbie Stevenson and Patrick Carter of London Borough of Islington for their help prior to this meeting in preparing this School Budget paperwork and the proposal on the staffing restructure.

DECISION: School Budget 2020-21 set out in Appendix 4b of the meeting papers (appended to the end of these minutes) was agreed by the IEB.

7. Human Resources - Organisational Change

7.1 7.1 The IEB received a proposal for organisational change at Duncombe Primary School (set out at Appendix 5 in the meeting papers) and was considered by the IEB in the light of the the School Budget approved under Budget scenario 2 (Appendix 4b of the meeting papers). This was designated a confidential item and is recorded in the confidential section of these

minutes. The confidential section of the minutes is held on file as a separate document.

8. Human Resources - Staff pay and performance

8.1 The Headteacher presented data contained in Appendix 6 of the meeting papers setting out staffing changes that have taken place at the school since December 2019.

8.2 The report in Appendix 6 set out staff who had left the school already or who had announced they were leaving the school. It also listed a number of staff who were on long term sick. The Headteacher informed the IEB that two newly qualified teachers have been recruited using a video conference call - no class contact was observed due to the Covid-19 coronavirus pandemic. The Headteacher informed the IEB that one member of staff has returned from a sabbatical. There are no staff vacancies in the school at present.

8.3 The phase leaders for the next academic year 2020-21 were listed as follows:

EYFS – Jane Carrington until Jan 2020;

KS1- *vacancy*;

Lower KS2 – *vacancy*;

Upper KS2 – Katija (acting-AHT);

AHT for Inclusion and SEND - *vacancy*, but Jane Carrington is covering until December 2020.

8.4 The IEB noted this report.

9. School policies to be approved by the IEB

9.1 The IEB received a list of school policies and the date they need to be reviewed or updated in Appendix 7 of the meeting papers.

9.2 The IEB was informed that some of these policies needed complete review and update whereas others simply required small changes such as any references to the previous Governing Board amended to read Interim Executive Board. The IEB agreed that the statutory policies should be prioritised ahead of the other school policies. IEB members suggested that the school considers model policies from London Borough of Islington for adoption by the school.

ACTION: Model policies from London Borough of Islington to be sent from the local authority and considered for adoption by the IEB.

10. Update on curriculum development

10.1 The Headteacher reported that since beginning work as the Headteacher at Duncombe Primary School one of her priorities has been to develop the curriculum. The curriculum will be developed to ensure it reflects the school values of ensuring Duncombe pupils are successful academically, personally and socially. The school aims to equip the pupils with essential knowledge and key learning skills needed to succeed, with communication, critical thinking and creativity. The teaching will be adapted to make it accessible to different groups of children, including disadvantaged pupils, those with English as an Additional Language and Special Education Needs and Disabilities. The Headteacher stated that there was a need to focus on these aspects once the Covid-19 coronavirus pandemic has subsided.

10.2 Question: What are the pedagogical drivers that are going to sit at the heart of the curriculum development? Is it a teaching partner that is going to deliver the dreams for the pupils and make them come true in order to increase the schools cultural strategies? Ambler Primary School have the school values and cultural values in an acronym that symbolises the school.

Answer: Duncombe curriculum development is not quite at the Ambler Primary School stage yet.

10.3 Question: Is the school ready to move ahead with developing its school values now?

Answer: It is far too premature to introduce an acronym about the school values at this stage as the Headteacher has not worked with the relevant stakeholders to discuss and establish agreed core values of the school. Developing these values was an objective for this term but unfortunately the Covid-19 coronavirus pandemic and lockdown has led to a delay. This will be a priority in September and an acronym will follow in due course.

10.4 Question: Do you have five strategies at Duncombe that are integral and important that the school can work on? These can be put into the curriculum development document.

Answer: Yes this can be done.

ACTION: Five strategies at Duncombe that are integral and important to the school to be included in the curriculum development document as part of this development.

10.5 The IEB then agreed to accept the curriculum development document that had been received in Appendix 8 of the meeting papers.

11. Safeguarding

11.1 The IEB received a London Safeguarding Childrens' Board Section 11 Self-Assessment Tool that the school was required to complete under Section 11 of the 2004 Childrens' Act. This had been completed by Headteacher Helen Ryan.

11.2 The Headteacher informed the IEB that only two people have checked the Single Central Record at the school since she had begun work as Headteacher - School Improvement Officer Anthony Doudle and Islington Safeguarding Officer Michelle Verdi. The Headteacher requested that the Single Central Record is checked by one of the IEB members as soon as possible. The IEB stated that Candy Holder will be asked if she is able to take over as the Safeguarding Link for the school. If this is not possible then Headteacher of Ambler Primary School Juliet Benis would be asked to carry out this task. The IEB agreed that a check of the Single Central Record was a priority.

ACTION: The Single Central Record to be checked by IEB members Candy Holder or Juliet Benis as soon as possible.

ACTION: Mark Taylor to ask either IEB member Candy Holder or Juliet Benis to take over as the Safeguarding Link for the school in place of the previous Safeguarding Link Governor.

11.3 Director of Learning and Schools, London Borough of Islington Mark Taylor stated that as safeguarding at the school had to be absolutely watertight it was possible for London Borough of Islington to devote some resources into ensuring there are no gaps. The Headteacher informed the IEB that she felt without this monitoring the school would not pass an inspection on safeguarding at present so it was important to improve safeguarding as a priority.

ACTION: Improving safeguarding at the school to be a priority. Mark Taylor to devote resources where necessary to ensure it becomes watertight.

12. School attendance

12.1 The IEB received a verbal update on pupil attendance at the school from the Headteacher.

12.2 The Headteacher stated that in the weeks prior to the fear of Covid-19 coronavirus the school had a 95.8% pupil attendance. As a result of this the school became an attendance priority school in Islington. During the two weeks immediately prior to the Government imposed

lockdown attendance had dropped to 68% due to families withdrawing their children from the school because of the fear of coronavirus.

12.3 One IEB member informed the meeting that after lockdown the priority for the school will be to encourage the children back into the school and to keep them there.

12.4 Question: How many children who have a social worker have attended the in-school provision?

Answer: One.

12.5 Question: Do you have many children in the school with social workers?

Answer: Yes many. We have been trying hard to get pupils who are on our vulnerable children list to attend the in-school provision. One child with a social worker is expected to begin at the school on 1st June 2020.

12.6 The Headteacher informed the IEB that prior to last week the school had approximately 9 pupils attending the in-school provision. This number increased to 14-15 pupils from week commencing 11th May 2020.

12.7 The IEB were informed that staff had been calling year 6 pupils to ask about their welfare and school work during the lockdown at home and to ask about their return to school.

13. IEB exit timeline

13.1 The IEB received a document setting out the timeline of the IEB at the school in Appendix 10 of the meeting papers. The last meeting of the IEB was scheduled to be on 1st June 2021. The IEB noted this timeline.

14. Any other business

Possible re-opening of the school

14.1 The IEB discussed the possible reopening of the school to certain year groups from 1st June 2020 as requested by the Primeminister.

14.2 Headteacher Helen Ryan informed the IEB that she would walk around the school together with the Admin Team in order to complete the risk assessment together to ensure the school was safe for the returning pupils following lockdown.

14.3 IEB member Mark Taylor advised that although it was important that children were in school this should only happen if the school is safe from 1st June 2020. Not every school will come out of lock down in the same way and London Borough of Islington will support what school governing boards and headteachers do in order to do it as safely as possible.

14.4 The Headteacher stated that there would be two types of work on offer to pupils at present. One curriculum is for pupils who are continuing to learn from home and who have computers, and the other curriculum is for those children who do not have computers - for these pupils the work will be printed off and sent to them.

Clarify roles

14.5 The Chair informed the IEB that there was still a need to clarify the roles that would be taken by each IEB member in place of the old school governors and the roles of those providing guidance and support to the school would be clarified next meeting.

14.6 IEB members will need to be ready to take roles on complaints hearings and appeals policy hearings. However there are not enough IEB members to form both a complaints panel

and an appeals panel per complaint so the IEB will need to consider what approach to take to filling these roles within the procedures. Islington Human Resources will be asked to advise on how to resolve this.

ACTION: Islington Human Resources will be asked to advise on how the IEB can fill positions on Complaints Panels and Appeals Panels in line with the school policies.

School Financial Value Standard (SFVS)

14.7 The IEB noted that there was a need to ensure that the SFVS was completed and signed off at the next meeting of the IEB.

ACTION: IEB to ensure the completion of the SFVS by the next meeting for IEB approval and signature. Next meeting agenda item.

Safeguarding - Section 11

14.8 Further progress on completing the Section 11 to be reported on at the next IEB meeting.

ACTION: Further progress on completing the Section 11 of the London Safeguarding Childrens Board Self-Assessment Tool to be reported at the next IEB meeting. Next meeting agenda item.

15. Next meeting of the IEB

15.1 The next meeting of the IEB is scheduled to take place on 1st June 2020 at 3pm.

16. A confidential item

16.1 Item 7 of these minutes was discussed as a confidential item and is recorded in the confidential minutes of this meeting. The confidential minutes are held on file as a separate document.

The meeting ended at 4:30pm.

Signed _____ Date _____

Name in full _____ Chair of Interim Executive Board

Clerk – Victoria Mitchell

Ratified School Budget:

Ratified Budget Sheet
Duncombe Primary School - CFR Report

Income

CFR	Detail	2020 - 21	2021 - 22	2022 - 23
I01	Funds Delegated by the LA	2,399,486	2,328,653	2,283,566
I02	Funding for Sixth Form Students	0	0	0
I03	SEN Top-up Funding	101,720	101,720	101,720
I04	Funding for Minority Ethnic Pupils	0	0	0
I05	Pupil Premium	281,105	281,105	281,105
I06	Other Government Grants	0	0	0
I07	Other Grants and Payments	65,000	0	0
I08a	Income from Lettings	0	0	0
I08b	Other income from facilities and services	5,450	5,450	5,450
I09	Income from Catering	53,838	53,838	53,838
I10	Supply Teacher Insurance Claims	0	0	0
I11	Other Insurance Claims	0	0	0
I12	Contributions to Educational Visits	0	0	0
I13	Donations and/or Voluntary Funds	0	0	0
I14	Blank Code	0	0	0
I15	Pupil Ext Sch Funding and/or Grants	0	0	0
I16	Community Focused Funding and/or Grants	0	0	0
I17	Community Focused Facilities Income	0	0	0
I18	Additional Grant for Schools	50,345	50,345	50,345
Income Revenue Total		2,956,944	2,821,111	2,776,024

Expenditure

CFR	Detail	2020 - 21	2021 - 22	2022 - 23
E01	Teaching Staff	1,234,546	1,075,769	1,111,274
E02	Supply Teaching Staff	0	0	0
E03	Education Support Staff	476,145	407,164	420,289
E04	Premises Staff	5,196	0	0
E05	Administrative Staff	128,122	131,450	134,877
E06	Catering Staff	0	0	0
E07	Other Staff	81,336	86,188	90,741
E08	Indirect Employee Expenses	141,905	13,123	13,466
E09	Development and Training	10,000	10,200	10,404
E10	Supply Teacher Insurance	37,412	38,160	38,923
E11	Other Staff Related Insurance	14,388	14,544	14,703
E12	Building Maintenance and Improvement	63,400	38,400	38,400
E13	Grounds Maintenance and Improvement	0	0	0
E14	Cleaning and Caretaking	84,450	86,139	87,862
E15	Water and Sewerage	8,000	8,160	8,323
E16	Energy	39,500	45,960	53,510
E17	Rates	69,614	71,006	72,426
E18	Other Occupation Costs	7,459	7,608	7,760
E19	Learning Resources (not ICT)	65,633	66,289	66,952
E20	ICT Learning Resources	29,000	15,800	16,116
E21	Exam Fees	0	0	0
E22	Administrative Supplies	20,010	18,330	18,697
E23	Other Insurance Costs	29,203	29,787	30,383
E24	Special Facilities	1,000	1,020	1,040
E25	Catering Supplies	191,682	195,515	199,426
E26	Agency Supply Teaching Staff	69,000	70,080	71,182
E27	Bought in Prof Services - Curric	94,053	97,005	98,945
E28a	Bought in professional services – other (except PFI)	61,313	62,320	63,346
E28b	Bought in professional services – other (PFI)	0	0	0
E29	Loan Interest	0	0	0
E30	Revenue Contributions to Capital	0	0	0
E31	Community Focused School Staff	7,484	0	0
E32	Community Focused School Costs	0	0	0
Expenditure Revenue Total		2,969,851	2,590,017	2,669,046

In Year Surplus / (Deficit)	-12,906	231,094	106,977
Surplus / (Deficit) Brought Fwd	5,863	-7,043	224,051
Cumulative Surplus / (Deficit) C/Fwd	-7,043	224,051	331,028

Capital Income

CFR	Detail	2020 - 21	2021 - 22	2022 - 23
CI01	Capital Income	26,731	0	0
CI03	Voluntary or Private income	0	0	0
CI04	Direct revenue financing (revenue contributions to capital)	0	0	0
Capital Income Total		26,731	0	0

Capital Expenditure

CFR	Detail	2020 - 21	2021 - 22	2022 - 23
CE01	Acquisition of Land and Existing Buildings	0	0	0
CE02	New Construction Conversion and Renovation	0	0	0
CE03	Vehicles, Plant, Equipment and Machinery	0	0	0
CE04	Information and Communication Technology	0	0	0
Capital Expenditure Total		0	0	0

In Year Surplus / (Deficit)	26,731	0	0
Surplus / (Deficit) Brought Fwd	-26,731	0	0
Cumulative Surplus / (Deficit) C/Fwd	0	0	0

DECLARATIONS

This budget was/will be* considered by the Governing
Body at their meeting on: _____
Delete as Appropriate

Date: _____

Head Teacher: _____

Date: _____

Chair of Governors: _____

Date: _____

Summary of Action Points

Action Point No.	Agenda Item No.	Action Required	Responsibility/ Deadline
1	2.2	All members of the Interim Executive Board to complete a declaration of pecuniary interests form and return it to the Clerk before the next meeting.	Clerk / all IEB members
2	4.2	Meeting dates for academic year 2020-21 to be reviewed and agreed after the July 2020 meeting.	Agenda item - July 2020 meeting
3	7.7	The structure of the proposed 2-year old provision be amended so that it is compliant. Head of Early Years for Islington Penny Kenway would email Headteacher Helen Ryan with advice.	Helen Ryan / Penny Kenway
4	7.7	The School Business Manager to check the qualifications of the teaching assistants who are proposed to work in the two year old provision and ensure they are working on the correct payscale.	School Business Manager
5	7.11	Mark Taylor to inform the trade unions at the next available meeting.	Mark Taylor
6	7.12	London Borough of Islington Human Resources Department to be asked to support the school in implementing this organisational change proposal.	Headteacher
7	9.2	Model policies from London Borough of Islington to be sent from the local authority and considered for adoption by the IEB.	Headteacher
8	10.4	Five strategies at Duncombe that are integral and important to the school to be included in the curriculum development document.	Headteacher
9	11.2	The Single Central Record to be checked by IEB members Candy Holder or Juliet Benis as soon as possible.	Candy Holder Juliet Benis
10	11.2	Mark Taylor to ask either IEB member Candy Holder or Juliet Benis to take over as the Safeguarding Link for the school in place of the previous Safeguarding Link Governor.	Mark Taylor / Candy Holder / Juliet Benis
11	11.3	Improving safeguarding at the school to be a priority. Mark Taylor to devote resources where necessary to ensure it becomes watertight.	Mark Taylor
12	14.6	Islington Human Resources will be asked to advise on how the IEB can fill positions on Complaints Panels and Appeals Panels in line with the school policies.	Judith Fortune
13	14.7	IEB to ensure the completion of the SFVS by the next meeting for IEB approval and signature. Next meeting agenda item.	IEB agenda item next meeting.
14	14.8	Further progress on completing the Section 11 of the London Safeguarding Childrens Board Self-Assessment Tool to be reported at the next IEB meeting. Next meeting agenda item.	IEB agenda item next meeting.