

Decision Maker: Education, Children and Families Select Committee

Date: Wednesday 13th March 2019

Decision Type: Non-Urgent Non-Executive Non-Key

Title: UPDATE ON INVESTIGATION REPORT: ST. OLAVE'S GRAMMAR SCHOOL

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1. Reason for report

- 1.1 To provide Members with an update on the actions taken to address the recommendations made in the independent Report of Investigation into St. Olave's Grammar School issued in July 2018.
- 1.2 Independent monitoring has been undertaken by an experienced School Improvement Partner (SIP), jointly appointed by the school and Local Authority. A six-month review was undertaken in January 2019, with participation by the school, Local Authority, Rochester Diocesan Board of Education and the Foundation Trust.
- 1.3 The School Improvement Partner reports that progress has been made against all of the 49 recommendations, with 30 recommendations completed and 19 recommendations underway.

2. RECOMMENDATION(S)

The Education, Children and Families Select Committee is asked to:

- (i) note the 6-month independent monitoring report on the implementation of recommendations arising from the St. Olave's investigation report.
- (ii) agree to receive a final follow up report following the 12-month review of the implementation of recommendations by the School Improvement Partner.

3. BACKGROUND

- 3.1 At its meeting of 18 July 2018, the Education, Children and Families Budget and Performance Monitoring Sub-Committee received a report from the Deputy Chief Executive, providing Members with a copy of the independent Report of Investigation into St. Olave's Grammar School.
- 3.2 The independent investigation report made 49 recommendations for the school, its Governing Body, the Diocese and Local Authority to implement. These recommendations were accepted in full.

4. Independent Monitoring Arrangements

- 4.1 An experienced School Improvement Partner (SIP) was jointly appointed by the school and Local Authority to undertake monitoring of the implementation of the recommendations. This process has been thorough and robust, with evidence required to demonstrate that a recommendation is completed or underway.
- 4.2 The SIP has met regularly with school leaders to consider the school's evidence of progress against the recommendations. The SIP has also considered the evidence submitted to date by the Local Authority in meeting the eight recommendations which require the action of the Local Authority.
- 4.3 A six-month review was undertaken in January 2019, at which the school leadership, Foundation Trust, Local Authority and Rochester Diocesan Board of Education were represented.

5 Implementation of Recommendations

- 5.1 The School Improvement Partner has provided a report summarising the progress made in implementing the recommendations. This report can be found at Appendix A.
- 5.2 The SIP's report outlines that all 49 recommendations have been progressed, with 30 recommendations completed and 19 recommendations underway. Six of the recommendations requiring Local Authority action have been completed, with the remaining two recommendations underway.

6 Changes to Leadership and Governance at St. Olave's Grammar School

- 6.1 The new Headteacher and Chair of Governors have overseen and are driving significant changes to practice and leadership at St. Olave's Grammar School, as recognised in the significant progress made to implement the recommendations. The SIP reports a change in the culture of the school, representing an open and collaborative approach to working with the Local Authority and Diocese and an acceptance of external scrutiny and challenge as an important part of sustaining school improvement.
- 6.2 Ofsted undertook a No Formal Designation inspection of St. Olave's Grammar School on 6th and 7th February 2019. A copy of Her Majesty's Inspector's letter is appended to this report. Some key extracts from the letter are provided below:
'...safeguarding is effective and the current overall effectiveness of the school remains outstanding'.
'There has been a huge cultural shift in governance'
'The local authority has also carefully checked that previous practices have ceased.'

7 Impact on Vulnerable adults and children

7.1 The investigation considered some key policies and practice at St. Olave's Grammar School and their impact on the children that the school serves.

8 Policy Implications

8.1 None

9 Financial Implications

9.1 None

10. Personnel Implications

10.1 None

11. Legal Implications

11.1 None

Appendix A

February 2019 Interim Report to Monitor Progress on Recommendations Report of Investigation into St. Olave's Grammar School

There have been monthly monitoring visits to the school to review the implementation of the recommendations of the investigation. Documentary evidence of the implementation of the recommendations has been reviewed carefully by the School Improvement Partner in discussion with school leaders and governors. There is a new Head and Business Manager and there have been many changes to the Governing Body. The SIP reports that school leaders and governors are taking the implementation of recommendations seriously and there is a plan in place to ensure recommendations are both acted on fully and sustained into the future.

Work has commenced on all recommendations and at the six month review 30 recommendations had been completed and 19 are underway and partially complete. A number of recommendations relate to activities or events which take place at some point in an annual cycle and that event has not yet taken place in the period following the publication of the investigation. There are also a number of actions that needed discussion by the full Governing Body in the autumn prior to work being undertaken, with actions due for completion in April.

Ongoing monitoring throughout the year will include dialogue with pupils and some other stakeholders mentioned in the recommendations to evaluate the impact of the actions taken.

No. 1	For any future proposed variation in Admissions policy, the school's communication system to contact all parents should be used, to send them the proposal in full and invite their comments.	
Commentary	All parents have been informed of proposed admissions changes for 2019-2020 and 2020-2021 through a range of electronic means including newsletters and the website. Parents have been able to view the full proposals and have been invited to make comments. The number of responses (100 for the first consultation that has closed) would indicate this has been successful.	
Status		Complete
No. 2	That the Local Authority, for schools for which it handles the statutory consultation on Admissions, reviews the advice it gives to schools to include ensuring the parent body is given full details of the proposed changes and then monitors that this is done.	
Commentary	The LA reviewed its guidance to all schools for whom it handles statutory consultation on admissions, i.e. LA maintained schools, and this was published in the Schools Circular in September 2018. However, this guidance does not explicitly state that the full proposal must be shared with the parent body. The SIP will review the LA's arrangements to ensure that the parent body has been consulted in maintained schools.	
Status		Partially complete
No. 3	That the governors monitor closely the numbers of boys who are not able to progress into the Sixth Form based on the current criteria for admission into Year 12 and review whether they want a further round of selection at 16 or to be a	

	school that welcomes and aims to keep all Year 7 pupils who want to stay into Year 13, with entry requirements that reflect that aim, as their neighbouring girls' grammar school does.
Commentary	Governors are closely monitoring the number of boys with forecast and actual outcomes that would not permit them to enter the Sixth Form based on its admissions criteria. Governors have carefully reviewed Yr 12 entry requirements and, following consultation, reduced them from 64 to 63 points over 9 subjects, with further flexibility to consider pupils who fall slightly below this threshold. A much reduced number of pupils did not reach this standard in 2018, 9 pupils (7.5% of cohort), two of whom were offered places to remain. Governors will keep entry requirements under annual review as they remain at the higher end for grammar schools.
Status	 Complete
No. 4	That Governors clarify exactly what the policy will be for transition from Year 12 to 13 from now on, given that the description of 'counselling out' given in the minute of September 13th and 20th 2017 Governing Body meetings when it had been agreed to stop the previous policy did not make it clear what, if anything, would replace it.
Commentary	It has been clarified by governors and to parents that 'all pupils admitted to Year 12 wishing to continue their studies into Year 13 may be able to do so, irrespective of outcome in Year 12 exams'. Pupil voice confirms that counselling out no longer happens. Only two pupils left at the end of Year 12 and this was a parental decision and not that of the school. High retention rate and change of policy demonstrates positive impact.
Status	 Complete
No. 5	That in the light of the effect of a number of individuals of their poor performance in maths, and in light of the large numbers taking this subject, that governors consider commissioning a review of the maths department and provision, including some external challenge, to identify if it requires improvement.
Commentary	Governors approved an external review of the maths department. The review took place in February 2019 and the report is awaited.
Status	 Underway and partially complete
No. 6	That where it would still be useful to the pupil, the 2017 summer term internal school exam papers should be given back to the pupils and gone through with them.
Commentary	The report was published after the Year 13 students who had sat internal examinations in 2017, had left school. 2017 exam papers have been returned on request although some had been destroyed as the school believed they were no longer needed. Most importantly, the culture of the school has changed. For the January 2019 mock examinations, all teachers were advised on how to give feedback and they were instructed to return all Year 11 and 13 papers. Sixth Formers confirmed that papers were being returned and gone through with them.
Status	 Complete as far as it can be and as overall as practice has changed
No. 7	To restore confidence in the Complaints Policy and move from a situation where people do not think it is worth complaining because they won't be given a hearing.

	<ul style="list-style-type: none"> - That the Complaints Policy and procedures be rewritten in line with good practice - That a positive effort is made to ensure that staff, parents and the wider school community are aware that there is a completely new Complaints Policy - That complaints should be a standing item on every full Governing Body Agenda where the number and nature of formal complaints to the Headteacher and Governors, received since the last meeting, are reported - That the new Complaints Policy and the Whistleblowing Policy be looked at together to ensure clarity on the appropriate circumstances for the use of each one
Commentary	<ul style="list-style-type: none"> - The school undertook an initial revision of its Complaints Policy prior to publication of the report, which addressed a number of weaknesses in the previous policy. A completely new policy has been written for approval by governors on 6 March 2019. This has been informed by the latest DfE guidance of January 2019 and other sources of good practice. The draft policy fully address concerns raised about the previous policy. - The Headteacher's newsletter in September 2018 reminded staff, parents and the wider school community of the school's complaints policy on the website. Once ratified, the Headteacher will inform stakeholders again. - Following the publication of the report, complaints are a standing item of every full Governing Body agenda. - The school has drawn up a new Whistleblowing Policy using guidance from the DfE and LA. The draft policy has been discussed with staff and will be presented to governors for discussion and ratification at the meeting on 6 March 2019.
Status	 Well underway
No. 8	That the policy of not allowing entry for individual subjects at A Level if a B grade is not obtained in the Year 13 mocks should stop and, if the school feels that it is in the best interests of the pupils to only sit 2 A Levels, that this should be discussed with the parent and pupil and their views should carry significant weight in the decision making. There should be no assumption by the school that if the school doesn't enter them they will be entered privately.
Commentary	The policy of not allowing A Level examination entry for students with grades below B in mock examinations stopped in 2017/18. The then acting Headteacher wrote to parents in November 2017 stating that, 'the school will not withdraw pupils from A Levels without pupil and parent permission'. From 2017/18 no pupil dropped from 3 to 2 A Levels. Sixth Formers and exam entry records confirm this.
Status	 Complete
No. 9	That the Year 11 policy of reviewing whether a pupil should drop an individual subject based on their performance in the Year 11 mocks, should be continued, but with more flexibility as to the criteria used. Consideration should be given to the possible effect on whether the pupil can achieve the 64 points required to enter the sixth form as well as whether dropping one subject will improve performance in others and/or have a beneficial effect on the pupil's wellbeing. As with Year 13, the views of the parents and pupil as to what is in the best interests of the pupil should be taken into account and should be a significant consideration.
Commentary	The policy of withdrawing pupils from GCSE entry based solely on mock performance has stopped and exam entry records confirm that pupils with all grades (including U) in mocks were entered for examinations. The school no longer withdraws pupils from GCSE examinations without pupil and parent permission and this is only considered where it may be supportive and in the

	best interests of the pupil after other measures have been tried. All Year 11 pupils have an individual meeting with a member of staff following mocks to discuss A Level choices. This provides an opportunity to discuss dropping subjects and implications of this on sixth form entry. The small number of pupils choosing to withdraw from GCSE subjects in 2018 (four pupils dropped one subject and one pupil dropped two subjects) demonstrates positive impact of actions taken.
Status	Complete
No. 10	That the Governing Body should inform the two parents who complained to the governors and then the DfE about the Year 13 subject ban, of the findings of the investigation, and apologise to them for the decision. The DfE should be informed of the investigation's disagreement with the DfE position.
Commentary	In July 2018, the school wrote a sincere apology to the parents of both pupils who complained about the Year 13 subject ban. The interim Director of Education confirms she wrote to the DfE highlighting this aspect of the findings of the investigation. The school also wrote to the DfE. Neither the school nor the Director received a substantive response from the DfE.
Status	Complete
No. 11	That the two companies, St. Olave's Management Services Ltd and St. Olave's Management Services (China), are closed and the IPR of St. Olave's is transferred to the Foundation
Commentary	St Olave's Management Services (China) was dissolved on 6 th February 2018. It was not possible to wind up the other company due to a legal technicality as it holds intellectual property rights for the Foundation because the Foundation, as an unincorporated charity, cannot hold these rights. To address the concern behind the recommendation St Olave's Management Services Ltd has therefore been transferred to the Foundation Trust and the Headteacher and Business Manager are no longer involved in the company.
Status	Complete
No. 12	That governors review staff contracts with a view to adding a section that makes clear what staff can and can't do in terms of paid employment in addition to their post at the school.
Commentary	With the support of its HR provider, the school has revised the wording in all new staff employment contracts and this has been ratified by governors. Existing staff have also been informed of the change and are required to complete a pecuniary interest form. The expectation is further clarified in the staff handbook.
Status	Complete
No. 13	That in the interests of transparency, the Governing Body considers again publishing the school's accounts.
Commentary	Whilst there is no statutory responsibility for maintained schools to publish accounts, governors have agreed in principle to publish the accounts, subject to finding a way that made them accessible. The Business Manager has drawn up a proposed, accessible format, to be published alongside the full accounts for transparency. This will be discussed at the Resources Committee of the Governing Body on 28 February 2019.
Status	Well underway and awaiting final agreement by the Governing Body

No. 14	That if there is no governor with suitable financial skills, the Governing Body considers co-opting a qualified accountant onto the Finance Committee.
Commentary	Two new appointments to the Governing Body were made, effective from September 2018, with financial skills, including a chartered accountant. Both serve on the Resources (including finance) Committee of the Governing Body.
Status	Complete
No. 15	That a review is undertaken of the current and projected financial position alongside spending pressures and priorities, separate from the budget setting, involving the new head when appointed and in consultation with the LA, as to likely future funding trends.
Commentary	The school has commissioned external support to review its current and projected financial position and support further development in forecasting. The first visit confirmed that financial management systems are well set up and managed. External support is currently working with the school to compile a three year budget plan based on current income and expenditure. Once some minor issues have been addressed, the school will be able to offer an accurate year-end forecast for 2018-19 as well as a three to five year outlook that will support future monitoring, scenario planning and envisioning. Alongside this, work on the vision for the school and strategic three year school improvement plan has started with a visioning day early in the spring term. Spending priorities are also being consulted on with staff, parents and students. Internal Audit issued a Review of St. Olave's School Audit for 2018-19 on 4 February 2019. The overall conclusion of the Review was that limited assurance can be placed on the effectiveness of the overall controls. The Review also states: <i>'Internal Audit acknowledge the significant progress to implement recommendations raised in the previous audit report, the changes in the management structure and the impact this has had on the Finance function and the resources required to consider the independent report.'</i>
Status	Underway
No. 16	That taking into account the outcome of the review, the level of parental contributions is reviewed, involving parents in any decision to change the level of contributions.
Commentary	The Business Manager wrote to parents in January 2019 inviting them to take part in short questionnaire 'to ensure that when the school requests money in future, that the level of the contribution is appropriate'. The questionnaire asked whether parents think £50 is too high, low or about right, what they think the contribution should be and for further comments about the voluntary fund. There have been 105 responses on 29 January. The findings of this survey and further review of the level of the contribution by governors will be discussed at a future monitoring visit.
Status	Underway
No. 17	That further work is done, led by the Chief Executive of the Foundation liaising with the auditors of the school's voluntary funds, to establish the position on the related party transactions to ensure that the school is not in breach of the accountancy rules on this.
Commentary	The Chief Executive of the Foundation led adaptations to the accounts produced by external auditors to include all related party transactions, specifically the funds held by the foundation, which were not previously included. The independent auditor's report to

	the Governing Body states, 'accounts have been prepared in accordance with United Kingdom Generally Accepted Accounting Practice as amended where necessary by requirements of consistent financial reporting', confirming that the school is not in breach of accountancy rules.
Status	Complete
No. 18	That the LA audit recommendation that the IT contract should be tendered under EU rules be implemented.
Commentary	It will not be possible to complete the recommendation until the school's current IT contract ends in August 2019. The school has commissioned an independent specification report of its IT needs from a LA appointed surveyor. The report is being used by school leaders to determine whether the school will recruit a network manager and technician to deliver the work undertaken by the IT contract from August or procure external IT services. The school is already in discussion with London Borough of Bromley's procurement team, to ensure any tender would be in-line with EU procurement regulations. LA internal auditors are satisfied that this recommendation can be closed at this time.
Status	Underway and as complete as it can be until the current IT contract ends
No. 19	The Governing Body adopts a code of conduct for governors, which includes governors' conduct during elections to the Governing Body.
Commentary	The Governing Body adopted a code of conduct for governors in June 2018, which governors were asked to sign up to in September. The code of conduct reflects best practice but does not yet include reference to governors' conduct during governor elections.
Status	Partially complete
No. 20	That legal advice is sought on the appropriate period of office of the current staff and parent governors following reconstitution in 2015.
Commentary	Following guidance from the National Governors Association (NGA), information on terms of office for all governors, with specific reference to parent and staff governors, is now included in the governors' code of conduct. Governors are appointed an initial term of four years and appointments may be extended for a second term, which will be the normal maximum period. Parent governors must have a child at the school at the time of their election (or re-election), however they may continue their term if at any point they cease to have a child at the school. Staff appointments will normally be one four year term, with commitment to serve a minimum of one year. The Clerk discussed the incorrect decision for parent governors who remained on the Governing Body after reconstitution to start their office afresh with the parent governors concerned and they resigned. New parent governor elections were held in autumn 2018. The resignations of governors now make legal advice superfluous.
Status	Complete
No. 21	That the role of the clerk is recognised by the Governing Body as being the authority on process and education law.
Commentary	The Governing Body confirmed in the meeting of 7 November 2018 that they consider the Clerk to be the Governing Body's authority on process and educational law.
Status	Complete

No. 22	That the clerk reviews the situation regarding the length served by all the current governors and issues a timetable showing when the period of office for each one is due to be renewed or to cease, using the recommended 2 terms (8 years) as the normal maximum, with the case for any exceptions to go to the full Governing Body, from which the governor under discussion should withdraw for that item.
Commentary	The Clerk has reviewed the terms of service of all governors, which is published on the school's website. This shows when the current term of service ends and when a second term office would conclude. The Clerk also flags up governors coming to the end of their first or second term of service to the Chairman of Governors. No governors are serving beyond the end of their second term.
Status	 Complete
No. 23	That the LA nominate to the longstanding LA vacancy on the Governing Body taking into account the skills being sought by the Governing Body.
Commentary	The LA nominee was appointed to the Governing Body in November 2017, prior to the publication of the report, to fill the vacancy of the LA Governor. Following publication of the report, a skills audit is being put in place which will inform all future governor appointments.
Status	 Complete
No. 24	That the PA constitution be reviewed with a view to making it clear that the role of the Head as President of the PA is not an operational one.
Commentary	Minutes of the parents' association (PA) annual general meeting in November 2018 'agreed a sub-committee will embrace the [Investigation] Report recommendation no.24' and conduct a review of the constitution. The new constitution will remove mention of the Head having an operational role and was expected to be ratified by the PA on 13 February 2019, after this report was finalised. The minutes of the November PA AGM note that, "the Head avowed in his speech that his role as President on the PA is not an operational one."
Status	 Well underway
No. 25	That the clerk undertakes a skills audit of the Governing Body to identify any gaps on the Governing Body, which should be filled either by co-option to the full Governing Body or by adding non governors as co-optees on sub committees if specific areas of expertise are required.
Commentary	A skills audit, based on an exemplar from 'The Key', has been passed to all governors to complete by 15 February. The consolidated results will be considered at the meeting of the full Governing Body in March. A focused financial skills audit has also been completed by the Resources Committee.
Status	 Underway
No. 26	That the Governing Body commit to a programme of in service training, bought in from the LA or other providers, to ensure that Governors are up to date with matters pertaining to how they should be carrying out their role and specifics

	relating to current educational policies and practices.
Commentary	A number of governors are relatively new to governance. Whilst they bring professional skills to build a high performing Governing Body, there is a need to deepen understanding of school governance. Training is being delivered through: training events for all governors and individuals' attendance at courses and use of on-line training. The school has bought the full Governor Services package from Octavo, the LA's Governor Services provider. The whole Governing Body has received training in September and January, which included safeguarding and the role of a governor. A former Regional Director of Ofsted is supporting the programme of governor training, review and self-evaluation. The Diocese has also supported governor training. The Clerk is recording training undertaken by individuals, which is variable at present. This work will be completed as the programme of training gets further underway and all members take up training opportunities.
Status	 Well underway
No. 27	That the school subscribes on behalf of governors to the membership of the National Governors Association and the governors section of The Key, and arranges for governors to receive their regular email updates on governance related matters.
Commentary	The school has subscribed to the National Governance Association and The Key on behalf of all members of the Governing Body. The Business Manager is checking that all governors are signed up and receiving emails directly from these organisations.
Status	 Complete
No. 28	That governors consider appointing a School Improvement Partner (SIP) as an external critical friend to the Head and to the Governing Body.
Commentary	An experienced SIP has been appointed with the approval of the Chair of Governors. The SIP's programme includes: evaluating performance, offering external challenge and guidance for further improvement. The SIP is also visiting the school regularly to monitor progress in implementing the recommendations from the investigation.
Status	 Complete
No. 29	That all governors are given a school email address which is made public on the website.
Commentary	All governors have school email addresses, which are published on the school's website alongside a biography of each governor.
Status	 Complete
No. 30	That non-confidential minutes of the Governing Body are published on the School's website.
Commentary	Non-confidential minutes of the full Governing Body are now published on the school's website, once approved at the following Governing Body meeting.
Status	 Complete
No. 31	That governors review the position of external adviser on the Head's performance management and ensure that the full Governing Body receives a report on targets and to what extent they have been met.
Commentary	Lead Associate Consultant for School Improvement for the Rochester Diocesan Board of Education was commissioned as

	external adviser to the Governing Body for the Head's performance management. Targets were set in the autumn. Although the Head is willing to share information regarding targets with the full Governing Body, HR advice is being sought as there is a concern about the possible tainting of the board. This recommendation will be complete once the annual appraisal cycle concludes with review of targets set in September 2019.
Status	 Underway and partway through an annual cycle
No. 32	That the Governing Body adopts a protocol for governors' visits to school as guidance for the way in which visits are carried out and reported.
Commentary	The Curriculum and Personnel Committee has discussed governor monitoring visits and agreed a template for recording them, which reflects good practice. The protocol for monitoring will be further discussed and developed following training at the spring full Governing Body meeting.
Status	 Work has started
No. 33	That the Governing Body introduces a process of annual self-review.
Commentary	Minutes of the Governing Body meeting of 7 November 2018 show governors are committed to a process of annual self-review. In January 2019 a former Regional Director of Ofsted started a programme of work with the Governing Body to support this process.
Status	 Work has started
No. 34	That, if any parents feel that their child's case should have been referred as a safeguarding issue because of the effect on their mental or emotional health and wellbeing, the local authority should provide a contact person with whom they can get in touch to discuss their case.
Commentary	The Head wrote to all parents of pupils who had not been allowed to progress from Year 12 to Year 13 in July 2018 for the three years the policy was in place saying, 'If you feel that your son/daughter's case should have been referred to as a safeguarding issue because of the effect on their mental or emotional health and well-being, please do contact the Local Authority's safeguarding team LADO@bromley.gov.uk '. The LA responded to the three enquiries it received. Current parents and pupils can access information about the LADO and contact details on the school's website, at reception, on posters around the school and in pupils' planners.
Status	 Complete
No. 35	That Governors consider increasing the amount of time available for pastoral support, both internal and external.
Commentary	The school has increased the amount of time internally available for pastoral support by reducing the teaching commitment of the Assistant Headteacher (Pastoral), Deputy DSL and Chaplain. The amount of external counselling has been increased from one to three days with male and now also female counsellors from Bromley Y. The Assistant Headteacher (Pastoral) provides guidance to staff to develop their pastoral skills and understanding of support systems available to students. Pupils' planners and information around the school show who pupils can talk to and how to contact them. Sixth Form students reported an increase in internal and external pastoral support and a significant reduction in stress related to academic work and/or school.
Status	 Complete

No. 36	That the school acknowledges and apologises to the parents and pupils who were wrongly and illegally not allowed to progress into Year 13 for the three years that the 3Bs policy was in place.
Commentary	In July 2018 the Head wrote to apologise to the 44 pupils who were not allowed to progress from Year 12 into Year 13 from 2015 to 2017. The school also wrote to their parents. Letters acknowledged that this ‘should never have happened’.
Status	 Complete
No. 37	That there should be a shadow structure of posts and their remuneration which is known to all staff.
Commentary	The school has published an overall structure of posts in the school and their financial recognition, addressing the concern that management responsibilities were not transparent. Allowances for some posts have been increased for parity with similar roles and management posts are appointed permanently, wherever possible, addressing further concerns raised by the investigation.
Status	 Complete
No. 38	That consideration is given to setting up a small working group to look at formalising in writing the consultation mechanisms for the school, including through management meetings, staff association, unions and staff governors with a view to staff feeling consulted and part of decision making.
Commentary	The teacher governor has been assigned responsibility to draw together a small working party to look at this recommendation. Additional support has been requested from the school’s HR provider. A target date of April 2019 has been set for proposals to be finalised. In the meanwhile, the Head has introduced staff meetings before parents’ evenings, which are an ‘open forum’ for staff discussion and consultation. The Business Manager has also introduced monthly meetings for support staff voice to be heard formally as well as clarifying alternative routes for concerns to be raised confidentially through a support staff liaison representative.
Status	 Work has started
No. 39	That there should be a teacher governor co-opted onto the Governing Body to join the support staff governor so that staff do not feel they have to try to approach individual governors or the Governing Body as a whole to be heard.
Commentary	A teacher put forward by teaching staff was co-opted to the Governing Body in November 2017. In May 2018 a second member of teaching staff was elected as staff governor, when the term of office of the previous staff governor ended.
Status	 Complete
No. 40	That the school review its arrangements for HR support and introduce a system of exit interviews.
Commentary	The school has conducted an internal review of its HR arrangements. Following this the school has assigned responsibility for HR administration to a member of support staff and increased its level of cover with its current HR provider. As part of its internal review of HR arrangements the school has contacted 5 possible providers of future external HR support. External support has been commissioned to support the school address findings of the review. Exit interviews were introduced in July 2018, using guidance from the school’s HR provider. Governors have agreed for exit interviews to be a standing item on the Curriculum and Personnel Committee agenda.

Status		Very well underway
No. 41	That the LA responds formally to schools' consultations on admissions arrangements, including the LA's confirmation that the arrangements comply with the Admissions Code of Practice.	
Commentary	Independent monitoring only extends to St Olave's consultation on proposed changes to its admission arrangements following the investigation and not that of other Bromley schools. The Director of Education has responded to the school's consultation on admissions arrangements and confirmed that they comply with the Admissions Code of Practice. The Director of Education will be clarifying the LA's processes for advice to schools, confirmation of compliance of proposed changes and response to admissions consultation across the Borough.	
Status		Complete with regards to the scope of the monitoring
No. 42	That the LA ensures that its method for nominating governors happens in a timely manner and takes into account the skills being sought by the Governing Body.	
Commentary	At St Olave's a skills audit for governors is currently being undertaken and will be used to inform governor appointments in the future. The LA will monitor the duration of LA governor vacancies and use of skills audits to inform nomination in all maintained schools in the Borough.	
Status		Complete with regards to the scope of the monitoring
No. 43	That the LA works with the school to appoint a School Improvement Partner (SIP) to carry out an annual school performance review of this maintained school which draws on information about the whole life of the school, i.e. not reliant solely on examination results.	
Commentary	An experienced school improvement partner has been appointed by the LA and will conduct an annual performance review informed by seasonal visits to the school. The first visit took place in the autumn term and covered all aspects of overall effectiveness of the school.	
Status		Complete
No. 44	That the Diocese maintains a closer relationship with St Olave's school than has been the case since 2010.	
Commentary	The Head has been appointed to serve on the Rochester Diocesan Board of Education (RDBE) and the Chair of Governors is an Archdeacon and experienced school governor within the Diocese. The RDBE Director of Education has visited the school on a number of occasions and the school is working productively with officers from the Diocese including those involved in admissions, school improvement, governance and professional development. Staff are accessing an increased amount of training offered by the Diocese. The RDBE Director of Education reported of 'the warm reception and clearly improved communications'. Senior leaders value the support of the Diocese.	
Status		Complete
No. 45	That the Diocese Director of Education, LA Director of Education and Chief Executive of St. Olave's Foundation review the implementation of these recommendations and their impact on the life of the school, after 6 months and 12 months.	

Commentary	The RDBE Director of Education, LA Director of Education and Chief Executive of St. Olave's Foundation met on 21 January 2019 to review the implementation of these recommendations with evidence provided by the SIP commissioned to monitor this work. The findings of the review are summarised in this report. The second review will take place in July.	
Status		Partially complete and will be complete when the July meeting has taken place.
No. 46	That the Governing Body and SLT review the performance information presented to the Governing Body to ensure that Governors have a full and accurate picture of all aspects of the life of the school to evaluate the impact of their policies.	
Commentary	The Chair of Governors and Head have discussed the broad range of key performance indicators to be included in the Head's report to the Governing Body, which is to include information the school improvement plan, admissions, staff and pupil attendance, quality of teaching, staff development, vulnerable groups including pupil premium, parental complaints, student voice as well as student achievement information. This will be further developed with guidance from the school's governor services provider.	
Status		Work has started
No. 47	That every effort is made by all groups of parents to draw a line under the splits revealed at the Annual General Meeting of the PA and to work together as a unified group in the interests of the pupils.	
Commentary	Following the publication of the investigation report, Parents Association (PA) minutes state, 'It was formally recognised that the PA had drawn a line under the splits revealed in the 2017 AGM, and that all the members were working together as a unified group'. Minutes of the Parents' Association Annual General Meeting in November 2018 note that, 'the Head recognised in the PA a group who were unified of purpose and acting in the interests of pupils'.	
Status		Complete
No. 48	That in the interests of restoring harmony in the school community and focusing on the future the organisers of the St Olave's Unofficial website are asked to close it down.	
Commentary	The school has written to those believed to be organisers of the website asking them to close it down. The website remains live.	
Status		Partially complete and likely to be beyond the control of the school
No. 49	To review the arrangements for student voice such that students' views are routinely fed through to and heard by senior managers and governors of the school, so that one off protest actioned are not deemed by the students to be necessary to get their views heard.	
Commentary	The school conducted a review of student voice in the first half of the autumn term 2018. There were 593 responses. The majority of pupils now feel they have a voice and that if a student has a concern they will be listened to. Pupils noticed the change in style of the new Head. The Head and Assistant Head (Pastoral) attend half termly Lead Delegate meetings and the Head attends Year Group Delegate meetings for each year group on rotation. Sixth Form Association meetings are now supplemented by additional year group-specific meetings with heads of year. The fortnightly Senior Prefect Meetings with the Head and Head of Sixth Form have been repurposed for students to have a voice in school improvement. Governors, including the Chair of Governors have attended various meetings. The impact of improvements can be evidenced further in there having been no student protest actions	

	since the publication report.	
Status		Complete