

All Saints School

School Road, Lessingham, Stalham, Norwich, Norfolk NR12 0DJ

Inspection Dates

17 May 2017

Overall outcome

The school does not meet all of the independent school standards that were checked during this inspection

Main inspection findings

Part 1. Quality of education provided

Paragraph 2(1), 2(1)(a), 2(1)(b), 2(1)(b)(i)

- In November 2016, the school's previous inspection identified that school policies were typically out of date and not being implemented well enough throughout the school. This was in particular reference to the school having an appropriate curriculum policy alongside plans and schemes of work that take into account the ages, aptitudes and needs of all pupils, including those with an education, health and care (EHC) plan.
- In their action plan, leaders undertook to review and update the curriculum policy, ensure that all staff were familiar with the pupils' EHC plans and make sure that all subject leaders reviewed their schemes of work.
- Leaders have now devised a schedule of reviewing policies and, in particular, have focused on ensuring that all the statutory policies are up to date and applied effectively to inform the school's work. There is now an appropriate curriculum policy in place that is fit for purpose. However, the plans and schemes of work have not been adapted appropriately to meet the varying needs of all pupils, particularly with regard to those pupils with an EHC plan.
- While leaders, with support from the local authority, have started to review pupils' needs and have revised pupils' EHC plans, they acknowledge that more time is required for the impact of the implementation of the school's curriculum plans and schemes of work to ensure that they are suitably adapted to meet the academic needs of pupils with an EHC plan.
- Leaders have not ensured that this independent school standard is met.

Part 3. Welfare, health and safety of pupils

Paragraph 7, 7(a), 7(b)

- The previous inspection judged safeguarding arrangements to be inadequate. This is because leaders did not ensure pupils' safety at all times. Aspects of the site's security, and weak systems for assessing risk and suitability of staff to work with pupils, gave cause for concern. The single central record was missing vital information and the recording of concerns for vulnerable pupils was poorly administered and managed.

- In the school's action plan, leaders said that they would put a rigorous system in place that protects all pupils. They would also ensure that all staff understood, and effectively applied, all safeguarding documents and processes.
- Since the previous inspection, leaders, including the managing director, have overhauled the school's administrative safeguarding procedures. All the appropriate pre-employment checks on staff have been carried out in accordance with requirements. Leaders have systematically sought references retrospectively and currently for all members of staff, including checks that enquire into their backgrounds, education and qualifications. Staff have also received job descriptions so that they are clearer about their roles and responsibilities.
- The headteacher has implemented a chronological, orderly system for recording safeguarding concerns about pupils. On inspection of the pupils' files, information was seen to be recorded effectively, and leaders' actions and follow-up were swift and appropriate.
- The school's paperwork shows that all staff have undertaken training that ensures that they have up-to-date knowledge of safeguarding pupils and the systems that the school has put in place. It is documented that all staff have read and understand statutory documents such as 'Keeping children safe in education' and the school's current safeguarding and child protection policies. Evidence in the pupils' folders shows that staff are using this understanding to complete referral forms accurately and with sufficient detail for the leaders to act swiftly upon.
- Leaders' actions are ensuring that staff are well equipped with the information they need to be vigilant, notice signs that may cause concern, and therefore minimise risk to pupils and keep them safe.
- Systems have now been implemented to secure the safety of pupils. They now demonstrate that the school's safeguarding practices are effective.
- Leaders have ensured that this independent school standard is now met.

Paragraph 11

- At the previous inspection, inspectors considered that the school's health and safety policy was unsuitable, and not being applied well enough to secure pupils' safety.
- In their action plan, leaders said that they would review and update the health and safety plan with the support of Norfolk County Council. Leaders also said that they would share the policy with staff so that it was implemented effectively.
- Leaders have now implemented a suitable, effective health and safety policy. It sets clear expectations of actions that staff should take to ensure that pupils are safe and more-rigorous processes for routinely checking fire safety, premises and risk assessments. Procedures are tailored more precisely to the requirements of the school's site and environment.
- Leaders have ensured that this independent school standard is now met.

Paragraph 15

- The inspection in November 2016 highlighted that the admission and attendance register was not maintained in accordance with the Education (Pupils Registration) (England) Regulations 2006.

- Leaders' action plan said that they would update themselves with the latest legislation and bring the admission register up to date. They planned to implement an electronic register and maintain this to the required standard.
- Leaders immediately acted upon this matter and reviewed their processes. The admission register and attendance registers are now kept electronically and are regularly updated by the school's administration team.
- Inspection evidence found that admission and attendance registers now meet the requirements. These are being maintained well and kept fully up to date.
- Leaders have ensured that this independent school standard is now met.

Paragraph 16, 16(a), 16(b)

- At the time of the previous inspection, risk assessment processes were ineffective. Individual risk assessments were not always provided, so insufficient consideration was given to reducing or managing risks.
- In their plan, leaders said that they would consult with Norfolk County Council and follow their guidance. Staff would be made aware of the risk assessments in place and the headteacher would monitor their implementation regularly.
- The school's risk assessments now meet the requirements of the independent school standards and are implemented effectively. A range of risk assessments are routinely undertaken to appropriately consider and reduce identified risks. These include risk assessments of trips, regular visits to local sports centres, daily activity off the school's premises and individual trips. The quality of these assessments demonstrates that the school is now taking consistently appropriate action to reduce potential risks and these are being reviewed regularly by the headteacher.
- Leaders have ensured that this independent school standard is now met.

Part 4. Suitability of staff, supply staff, and proprietors

Paragraph 18(2), 18(2)(b), 18(2)(c), 18(2)(c)(i), 18(2)(c)(ii)

Paragraph 20(6), 20(6)(a), 20(6)(a)(i), 20(6)(a)(ii), 20(6)(b), 20(6)(b)(ii)

Paragraph 21(1), 21(3), 21(3)(a), 21(3)(a)(i), 21(3)(a)(iii), 21(3)(a)(iv)

- The previous inspection report notes leaders' failure to carry out the necessary checks on the suitability of staff and members of the proprietorial body. They did not check whether teachers had been prohibited from teaching or whether staff were disqualified by their association with adults who may pose a threat to children. The single central record was found to be incomplete and it did not meet statutory requirements.
- The leaders' action plan reports that they will ensure that all safeguarding checks are completed and the single central register will be compliant with statutory requirements. Leaders acknowledge that the school will not employ any individual who is deemed unfit to work with pupils.
- Leaders have successfully carried out a series of appropriate actions to address the unmet standards, as proposed in their action plan.
- All appropriate pre-employment checks on the suitability of staff and directors have now been carried out. The checks include the prohibition, disqualification by association and right to work in the United Kingdom checks. Inspectors scrutinised the information on the

single central register and ensured that the personnel files reflected the information particularly with regard to identity and medical checks. This information is accurately recorded on the school's single central register. The leaders' actions are now ensuring that they are checking, and recording, that all employees are suitable to work with pupils.

- Leaders have ensured that these independent school standards are now met.

Part 5. Premises of and accommodation at schools

Paragraph 24(1), 24(1)(a), 24(1)(b), 24(1)(c)

Paragraph 25

- During the November 2016 inspection inspectors found some unmet independent school standards relating to the premises. The medical room was unsuitable because it did not have a washing facility and was not near to a toilet. Weaknesses in aspects of maintenance of the building and security of the site meant pupils were potentially at risk.
- The action plan said that leaders would ensure that a suitable room was found to meet the standards for medical provision. Staff would also be fully informed about all pupils' needs so that they were aware of any medical requirements.
- Leaders have reviewed the spaces in the school and have since identified, considered, and are now using, an allocated room for medical use. This room has been made suitable and includes its own washing facilities and toilet. Staff have been informed of the medical needs of all pupils to ensure that they are able to respond to their needs when necessary.
- Leaders have ensured that these independent school standards are now met.

Part 6. Provision of information

Paragraph 32(1), 32(1)(a), 32(1)(b), 32(2), 32(2)(a), 32(2)(b), 32(2)(b)(i), 32(2)(c), 32(3), 32(3)(a), 32(3)(b), 32(3)(d), 32(3)(f)

- Leaders had previously not ensured that relevant information was included in the school's information that is available to parents. For example, the school's name, address, contact details and name of the headteacher. Also, information about the school's policy and arrangements for admissions, behaviour, exclusions and other statutory policies such as the school's anti-bullying, health and safety and first aid policy was not readily available for parents.
- Parents were also not provided with the full details of the school's complaints procedures and leaders did not report the number of complaints received by the school to parents.
- Leaders had neglected to provide the particulars of educational provision for pupils with EHC plans and for pupils for whom English is an additional language.
- In the school action plan, leaders proposed to ensure that all relevant details, previously missing, were added to the communication and information that is shared with parents. Leaders also said that this would include making sure that there was a systematic way to report the number of complaints the school has, within a suitable timescale, to parents.
- The headteacher has undertaken a thorough review of all policies and the procedures linked to them. This has resulted in all statutory policies having been reviewed, written and implemented over the period of time since the previous inspection. Parents now have easy access to the policies and they are all available on the school's website.

- The complaints policy has been fully reviewed in line with the strategic change in the school of the governing body to become a board of directors. This policy is now clear and includes reporting of the number of complaints the school has received.
- There are a significant number of pupils who attend the school who have statements of special educational needs or EHC plans. The local authority is supporting the school to ensure that the reviews of these plans are completed and, subsequently, the needs of individual pupils clearly explained to parents.
- The school does not currently have pupils for whom English is an additional language. Arrangements for such pupils have not been considered by leaders for this reason. However, inspectors raised the fact that, at any time, there could be a need for this provision and prospective parents will need to be aware of the particulars for their children's education in order for their needs to be fully met.
- Leaders have not ensured that this independent school standard is met.

Part 7. Manner in which complaints are handled

Paragraph 33, 33(h)

- In the previous inspection, inspectors found that the complaints policy did not allow for a parent to be accompanied at a complaints panel hearing if they so wished. Leaders identified in their action plan that they would update the complaints policy giving particular regard to this omission. Leaders said they would ensure that it was clear that parents could be accompanied at a panel hearing if they wanted to.
- The complaints policy, which is also now available on the school's website, now meets all the requirements of the independent school standards. The policy clearly states that parents can be accompanied at a panel hearing should they wish. Although the school has received no complaints, leaders are confident the policy transparently outlines the school's complaints procedures and leaders understand the processes.
- Leaders have ensured that this independent school standard is now met.

Part 8. Quality of leadership in and management of schools

Paragraph 34(1), 34(1)(a), 34(1)(b), 34(1)(c)

- The previous inspection found that, although the managing director and leaders were passionate about providing a high-quality learning experience for pupils, they did not fully know or understand the independent school standards. As a result, they had not ensured that these standards were met consistently, or that the well-being of pupils was actively promoted and assured.
- Following the previous inspection, the managing director and leaders have successfully carried out a series of appropriate actions to address some of the identified weaknesses. The headteacher is reporting termly to an independent mediator on the performance of the school. The welfare of pupils is now assured. However, this first progress monitoring visit finds some standards still remain unmet.
- Leaders have revised the school's action plan, responding to Ofsted's evaluation of the proposed plan as being unacceptable. It was considered that leaders had been unclear in the action plan as to who would monitor the school's progress towards meeting the standard, who would evaluate it and when. The plan did not, for every standard, set out

precise ways in which school leaders would measure the success of the plan and its impact on improving the school.

- The reviewed action plan now identifies who will measure the school's progress and the processes and timescales for evaluating it. However, leaders do not demonstrate that they have a full strategic overview of the school so that they can identify the impact of meeting the standards across the whole school.
- The school self-evaluation, in the form of a termly headteacher's report, is not sufficiently evaluative. It details the actions that leaders have undertaken. However, it does not yet reflect upon the difference that school leaders are making to the school's performance.
- School leaders are still not checking systems and procedures well enough. Part of this is because there is not enough joined-up working, effective communication and sharing of information between the managing director and the headteacher. This results in leaders working on different aspects and not always knowing what each other is agreeing to or the actions being undertaken. Leaders are not collaborating in analysing the information they gather to identify trends, strengths or weaknesses. As a result, they do not know how effective the changes are because they do not measure the impact of their actions.
- The local authority are providing effective advice and support to the school. However, school leaders are not quick enough in implementing some of the recommendations so they can accelerate the progress being achieved towards some of the standards being met. This is particularly the case with regard to fully identifying and meeting the needs of pupils who have EHC plans.
- The previous inspection found that there were no staff performance management procedures in place. This made it difficult for leaders to hold teachers to account for the work that they were doing. Although there is now an appraisal policy in place, observations of teachers' work are minimal, targets have not been set and performance management remains ineffective.
- Leaders have not ensured that this independent school standard is met.

Schedule 10 of the Equality Act 2010

- At the time of the previous inspection the school did not have an accessibility policy. School leaders have now got an accessibility plan in place. However, inspectors evaluated the accessibility plan as being unsuitable. This is because it does not consider the needs of the potential admission of pupils with a disability. Leaders have not given sufficient thought to the needs of pupils who may have a physical disability.
- The accessibility plan contains ambitious, rather than realistic, timescales. Responsibilities for monitoring and evaluating the effectiveness and impact of the plan are unclear.
- Leaders have not ensured that this requirement is met.

Compliance with regulatory requirements

The school does not meet the requirements of the schedule to The Education (Independent School Standards) Regulations 2014 ('the independent school standards') and associated requirements that were checked during this inspection. This included the standards and requirements that the school was judged to not comply with at the previous inspection. Not all of the standards and associated requirements were checked during this inspection.

The school does not meet the following independent school standards

Standards that were not met at the previous inspection and remain unmet at this inspection

- The proprietor ensures that a written policy on the curriculum, supported by appropriate plans and schemes of work, which provides for the matters specified in sub-paragraph (2), is drawn up and implemented effectively, and that the written policy, plans and schemes of work take into account the ages, aptitudes and needs of all pupils, including those pupils with an EHC plan (paragraph 2(1), 2(1)(a), 2(1)(b), 2(1)(b)(i)).
- The standard about the provision of information by the school is met if the proprietor ensures that:
 - the information specified in sub-paragraph (3) is made available to parents of pupils and parents of prospective pupils and, on request, to the Chief Inspector, the Secretary of State or an independent inspectorate;
 - the information specified in this sub-paragraph is: particulars of educational and welfare provision for pupils with EHC plans and pupils for whom English is an additional language
(paragraph 32(1), 32(1)(b), 32(3), 32(3)(b)).
- The standard about the quality of leadership and management is met if the proprietor ensures that persons with leadership and management responsibilities at the school:
 - demonstrate good skills and knowledge appropriate to their role so that the independent school standards are met consistently;
 - fulfil their responsibilities effectively so that the independent school standards are met consistently
(paragraph 34(1), 34(1)(a), 34(1)(b)).

In addition to meeting the unmet independent school standards:

- The proprietors must ensure that arrangements are made to meet the requirements of schedule 10 of the Equality Act 2010.

The school now meets the following independent school standards

- The proprietors must ensure that arrangements are made to safeguard and promote the welfare of pupils at the school; and that such arrangements have regard to any guidance issued by the Secretary of State (paragraph 7, 7(a), 7(b)).
- The proprietors must ensure that relevant health and safety laws are complied with by the drawing up and implementation of a written health and safety policy (paragraph 11).

- The proprietors must ensure that an admission and attendance register is maintained in accordance with the Education (Pupil Registration) (England) Regulations 2006 (paragraph 15).
- The proprietors must ensure that the welfare of pupils at the school is safeguarded and promoted by the drawing up and effective implementation of a written risk assessment policy; and appropriate action is taken to reduce risks that are identified (paragraph 16, 16(a), 16(b)).
- The proprietors must ensure that, for staff employed at the school:
 - no such person carries out work, or intends to carry out work, at the school in contravention of a prohibition order, an interim prohibition order, or any direction made under section 128 of the 2008 Act or section 142 of the 2002 Act, or any disqualification, prohibition or restriction which takes effect as if contained in either such direction; and
 - appropriate checks are carried out to confirm in respect of each such person the person’s identity and the person’s medical fitness
 (paragraph 18(2), 18(2)(b), 18(2)(c), 18(2)(c)(i), 18(2)(c)(ii)).
- The proprietors must ensure that an individual (“MB”), not being the chair of the school, who is a member of a body of persons corporate or unincorporated named as the proprietor of the school in the register or in an application to enter the school in the register:
 - is not barred from regulated activity relating to children in accordance with section 3(2) of the 2006 Act where that individual is or will be engaging in activity which is regulated activity within the meaning of Part 1 of Schedule 4 of that Act; and
 - does not carry out work, at the school in contravention of a prohibition order, an interim prohibition order or any direction made under section 128 of the 2008 Act or section 142 of the 2002 Act or any disqualification, prohibition or restriction which takes effect as if contained in either such direction;
 subject to sub-paragraphs (7) to (8), the chair of the school must make the following checks relating to MB: checks confirming MB’s identity and MB’s right to work in the United Kingdom (paragraph 20(6), 20(6)(a), 20(6)(a)(i), 20(6)(a)(ii), 20(6)(b), 20(6)(b)(ii)).
- The proprietors must keep a register which shows such of the information referred to in sub-paragraphs (3) to (7) as is applicable to the school in question. The information referred to in this sub-paragraph is, in relation to each member of staff (“S”) appointed on or after 1 May 2007, whether: S’s identity was checked; a check was made to establish whether S is subject to any direction made under section 128 of the 2008 Act or section 142 of the 2002 Act or any disqualification, prohibition or restriction which takes effect as if contained in such a direction; and checks were made to ensure, where appropriate, that S had the relevant qualifications (paragraph 21(1), 21(3), 21(3)(a), 21(3)(a)(i), 21(3)(a)(iii), 21(3)(a)(iv)).
- The proprietors must ensure that:
 - suitable accommodation is provided in order to cater for the medical and therapy needs of pupils, including accommodation for the medical examination and treatment of pupils;

- accommodation for the short-term care of sick and injured pupils includes a washing facility and is near to a toilet facility; and
- where a school caters for pupils with complex needs, additional medical accommodation caters for those needs

(paragraph 24(1), 24(1)(a), 24(1)(b), 24(1)(c)).

- The proprietor must ensure that the school premises and the accommodation and facilities provided therein are maintained to a standard such that, so far as is reasonably practicable, the health, safety and welfare of pupils are ensured (paragraph 25).
- The proprietors must ensure that a complaints procedure is drawn up and effectively implemented which deals with the handling of complaints from parents of pupils and which allows for a parent to attend and be accompanied at a panel hearing if they wish (paragraph 33, 33(h)).

School details

Unique reference number	121250
DfE registration number	926/6140
Inspection number	10034311

This inspection was carried out under section 109(1) and (2) of the Education and Skills Act 2008, the purpose of which is to advise the Secretary of State for Education about the school's suitability for continued registration as an independent school.

Type of school	Other independent school
School status	Independent school
Age range of pupils	7 to 16
Gender of pupils	Mixed
Number of pupils on the school roll	53
Proprietor	Mrs J N Gardiner
Managing Director	Mrs J N Gardiner
Headteacher	Mr P Wright
Annual fees (day pupils)	£3,600–5,400
Telephone number	01692 582083
Website	www.allsaintslessingham.co.uk
Email address	office@allsaintslessingham.co.uk
Date of previous standard inspection	22–24 November 2016

Information about this school

- All Saints is a privately owned day school. The school was opened in 1987 and was previously inspected in November 2016.
- The school is registered with the Department for Education (DfE) to admit a total of 85 pupils.
- The school caters for pupils of all abilities and has 29 pupils who have EHC plans for special educational needs and/or disabilities.
- Eight pupils, currently on roll, are looked after.
- The current headteacher joined the school in September 2016.

- The strategic structure of the governing body has changed and is now a board of directors with a managing director. The proprietor remains the same, and is now the managing director.
- The school makes use of alternative providers:
 - ‘The Stables’, which is run by Clover Childcare Services
 - Great Yarmouth College
 - Easton and Otley College.

Information about this inspection

- This inspection was carried out at the request of the registration authority for independent schools. The purpose of the inspection was to monitor the progress the school has made in meeting the independent school standards and other requirements that it was judged not to comply with at its previous inspection.
- This monitoring inspection was the first since the inspection in November 2016 and was unannounced.
- At the school's previous standard inspection in November 2016, the school's effectiveness was judged inadequate and a number of the independent school standards were not met.
- The school submitted an action plan to the DfE, which was evaluated as unacceptable in February 2017. The school submitted a reviewed action plan at the start of this monitoring visit.
- The inspection team carried out an in-depth school site visit.
- Meetings were held with the managing director, who is also the proprietor, the headteacher and the special educational needs teacher. The lead inspector also spoke with a local authority representative who is providing support to school leaders.
- Inspectors scrutinised and assessed the implementation of school policies, the school's revised action plan and documentation relating to safeguarding pupils.
- The school's vetting of adults, staff files and pupil files were scrutinised to evaluate the school's safeguarding procedures.

Inspection team

Tracy Fielding, lead inspector

Her Majesty's Inspector

Marianick Ellender-Gelé

Her Majesty's Inspector

Any complaints about the inspection or the report should be made following the procedures set out in the guidance 'Raising concerns and making a complaint about Ofsted', which is available from Ofsted's website: www.gov.uk/government/publications/complaints-about-ofsted. If you would like Ofsted to send you a copy of the guidance, please telephone 0300 123 4234, or email enquiries@ofsted.gov.uk.

Parent View

You can use Parent View to give Ofsted your opinion on your child's school. Ofsted will use the information parents and carers provide when deciding which schools to inspect and when and as part of the inspection.

You can also use Parent View to find out what other parents and carers think about schools in England. You can visit www.parentview.ofsted.gov.uk, or look for the link on the main Ofsted website: www.gov.uk/government/organisations/ofsted.

The Office for Standards in Education, Children's Services and Skills (Ofsted) regulates and inspects to achieve excellence in the care of children and young people, and in education and skills for learners of all ages. It regulates and inspects childcare and children's social care, and inspects the Children and Family Court Advisory and Support Service (Cafcass), schools, colleges, initial teacher training, further education and skills, adult and community learning, and education and training in prisons and other secure establishments. It assesses council children's services, and inspects services for children looked after, safeguarding and child protection.

If you would like a copy of this document in a different format, such as large print or Braille, please telephone 0300 123 1231, or email enquiries@ofsted.gov.uk.

You may reuse this information (not including logos) free of charge in any format or medium, under the terms of the Open Government Licence. To view this licence, visit www.nationalarchives.gov.uk/doc/open-government-licence, write to the Information Policy Team, The National Archives, Kew, London TW9 4DU, or email: psi@nationalarchives.gsi.gov.uk.

This publication is available at www.gov.uk/government/organisations/ofsted.

Interested in our work? You can subscribe to our monthly newsletter for more information and updates: <http://eepurl.com/iTrDn>.

Piccadilly Gate
Store Street
Manchester
M1 2WD

T: 0300 123 4234
Textphone: 0161 618 8524
E: enquiries@ofsted.gov.uk
W: www.ofsted.gov.uk

© Crown copyright 2017