

# Executive Heads Report to the Governing Body

## Spring 2015

<b>1</b>	<b>Student Data</b>	
	Provided separately through the half termly Data Dashboard	
<b>2</b>	<b>Attainment and Progress</b>	
	Provided Separately through termly Progress Reporting	
<b>3</b>	<b>Teaching and Learning</b>	
	Feedback on the current round of subject reviews is being provided separately on the agenda	
<b>4</b>	<b>Curriculum and SEN Support</b>	
	<p>We have a new Assessment Lead who has started at Locksley this term and will be improving the implementation of ILP'S in the Locksley Base</p> <p>We will be reviewing the SSSFN timetable this term to prepare for September. The key area to look at will be the adjusted school day. The main timetable is fit for purpose after the wholesale overhaul last year – but we will need to address whether we wish to make further adjustments to the school day.</p> <p>Governors will be aware that there is no statutory definition of school hours or what defines full time provision, despite repeated statements by other professionals and parents to the contrary. There are some widely accepted guidelines which we abide by – namely 25 hours a week for Year 11, 24 hours for KS3 and Year 10 and 22 for primary.</p> <p>However a significant proportion of parental concerns and professional comments around Short Stay Provision arise from the way our hours are organised and most significantly the early finish on a Tuesday. As you will be aware this has been in place for 6 years and has successfully passed two different Ofsted Inspections without comment. However with the increased focus on extended days in education, we need to consider whether we should move away from the reduced day on Tuesday.</p> <p>The reduced day currently allows all staff to have their PPA time together. It also facilitates group working for colleagues who work in geographically sparse locations and allows for staff to work in groups without reducing coverage for pupils.</p> <p>However the current timetable created an additional hour each day of PPA time for staff from 2-3pm which removes the need for Tuesday afternoon. However the other issues remain.</p> <p>Ultimately it is likely to have a massively positive impact on the views of parents and professionals if the provision appears more traditionally full time. To manage the issues which will be caused by this change we will need to look carefully at what is timetabled for this extra 1.5 hours. If this is done carefully with activities which are less staff intensive, the ability to hold groups meetings will not be affected</p>	
<b>5</b>	<b>Site Specific Updates</b>	
<b>a</b>		
<b>5</b>	<b>Brooklands</b>	Due to increased numbers, Brooklands now has 3 large groups of students. To support the leadership of this large group we have employed an additional SSSA and asked Sue Kirrage to provide some additional leadership capacity in the summer term to work alongside the current primary leader.
<b>5</b>	<b>Douglas Bader</b>	In the Easter vacation we transitioned the Engage Educational Services staff from their room in DBS to a new location at Drayton. This has enabled us to reuse their room for additional curriculum space. The current caretaker has stepped down into a cleaner role as part of his retirement. We are recruiting a new caretaker.
<b>c</b>		

		<p>This means that in due course we will reclaim the tenancy of the caretakers bungalow and will be able to consider new uses for this site. We are also likely to consider the use of the caretakers garden area for increase car parking capacity at DBS.</p>
<b>5 d</b>	<b>Compass</b>	<p>Compass has been considerably more settled in the Spring term with much of the hard work undertaken in the Autumn bearing fruit.</p> <p>In February we trained a whole new team of Compass instructors in the STEPS physical restraint and de-escalation programme who then cascaded their training in April to all Compass staff. We have significantly improved and overhauled the behaviour policy and restraint usage at Compass to reduce incidents.</p> <p>The implementation of Learning Ladders at Compass has also allowed us to more accurately capture progress in the sites and this suggests an improving picture of student achievement. We have also successfully reintegrated two more students into mainstream,</p> <p>Compass Belton will finally be having a replacement boiler installed in the summer at the cost of the LA, whilst there is also due to be considerable improvement work to student toilets. In Pott Row we will be expanding the therapy space and making additional office space.</p>
<b>5 e</b>	<b>Locksley</b>	<p>Locksley continues to deliver a positive learning experience despite a very heavy workload in terms of numbers of students. In particular the Primary unit has been massively impacted by extraordinary levels of exclusion from local schools</p> <p>We moved the Engage Educational Services staff from Locksley to the Drayton office at Easter to allow us to implement a third class in the primary unit. This has already filled and all three classes are over capacity again</p> <p>We were successful in appointing a new Primary leader at Easter who has now taken up her post.</p> <p>Our Engagement Leader left in February and we currently have a locum leader in place for Engagement. This is allowing us to make progress with implementing a better Engagement curriculum. We have successfully appointed a high quality candidate for this role from September</p> <p>The Engagement Maths position is currently vacant and we are hopeful to appoint for September. Currently supply is in place.</p>
<b>5 f</b>	<b>Earthsea</b>	<p>Earthsea has continued to provide a high quality of care and education to some of our most challenging and vulnerable youngsters.</p> <p>The local authority has now agreed to provide funding so that the expansion of Earthsea can proceed. This work will hopefully be completed over the summer with a new group starting in September.</p> <p>With the appointment of Katrina Warren to the Head of School (Specialist) we are currently advertising for a new Assistant Head to take on the day to day leadership of Earthsea from September.</p>
<b>5 g</b>	<b>Rosebery</b>	<p>As with other Short Stay sites Rosebery has faced considerable challenges regarding increased numbers. The lack of space for Primary age students is particularly acute at Rosebery and requires further attention. We are now in the process of finding alternative office space for the Engage Educational Services staff so that rooms can be reallocated to create a second Primary group.</p> <p>The secondary team in Rosebery has been hit somewhat by staffing issues. With one member of staff leaving and two further off sick for protracted periods, the team has had far too much supply coverage and has subsequently struggled to maintain levels of progress for students. We continue to battle these issues.</p>

6 a	<p><b>Leadership and Management – Staffing</b></p>
	<p>As outlined above we have had various challenges with staffing this term – but have successfully filled most posts  The majority of issues relate to Rosebery secondary staffing but we have also had a large amount of new staff starting which brings their own challenges.  We have also had major change in the premises team which has a number of new caretakers as well as new leadership.  We have also seen a new School Support Manager and Leadership PA start this term along with additional admin staffing for the Engagement teams. We have also used Pupil Premium money to employ further outreach workers to engage with our most hard to engage learners. This has included new tutors to work with our offsite KSO group who habve previously had the worst progress data  In the upcoming months we will also be recruiting a new Executive Head which is a major staffing appointment.</p>
6 b	<p><b>Leadership and Management – Premises</b></p>
	<p>As outlined above we continue to have an extremely active Premises team.  The most significant projects still underway are :  Replacement of windows at DBS, Pott Row and Earthsea  Extension of Earthsea and creation of new class  Removal of EES staff from SSSFN buildings</p> <p>We had bid for additional funding for works on plumbing and heating particularly at Locksley and Earthses, but this bid was unsuccessful. We are considering whether to appeal.</p>
6 c	<p><b>Leadership and Management – Finance</b></p>
	<p>We have recently completed the Period 6 budget revision. This is the exercise whereby the budget is updated mid way through the year.  As predicted this indicates that the SSSFN budget will end the year in deficit. However due to positive incomes in the wider trust, the overall trust budget shows a smaller deficit of £250k  However we do not envisage this overall deficit being as large as this in reality  This is because</p> <ol style="list-style-type: none"> <li>1) The defecit is based on the assumption that spending will be the same in the second half of the year as in the first, when in reality the second half is much lower normally as it encompasses the longer holiday periods</li> <li>2) The deficit amount does not include two pieces of significant additional income which we have received. An unexpected additional pupil premium payment of £89k and agreement from NCC to fund some additional students which fall outside our normal remit. This latter group are largely those excluded from Special schools which the LA is willing to fund at £12k per term. In the summer this is likely to generate as much as £180k in addition. Whilst some of this additional money will be spent in providing for the additional students it is still likely to offset much of the potential overall deficit.</li> </ol> <p>However despite the fact that the overall trust position will probably balance, the individual position of the SSSFN continues to be of concern.  We were successful in gaining additional funding for the SSSFN through the Annual Conversation with NCC and have increased our funded numbers by 20 to 350. We have also successfully recommissioned the Compass provision and increased the income for this provision by £175k  Next year will hopefully give us a better picture of whether these two amendments will suffice to make the SSSFN more self sufficient within the trust.</p>

<b>6</b>	<b>Leadership and Management – Other</b>
<b>d</b>	<p>The Trust continues to grow and develop. Currently the developments being explored include :</p> <p>Application to open a Free School in Suffolk (this has been completed and submitted – response due by July)</p> <p>Application to open a SEMH Special Academy in Lowestoft (this has been submitted and we have been shortlisted to the final two sponsors – final answer by Mid May)</p> <p>Conversations with Suffolk PRU's about joining the Trust</p> <p>Conversations with Norfolk Complex Needs Schools about joining the Trust</p> <p>In addition the central Trust team has now been expanded to include a Data Resources assistant as well as the Trust administrator and the two new Premises Lead. In the coming months we will also be recruiting a Network manager.</p>
<b>7</b>	<b>Safeguarding</b>
	Provided Separately through the annual Safeguarding report
<b>8</b>	<b>Improvement Planning – Updates against targets</b>
	<p>The current SIDP is attached with this report so that governors can monitor and challenge against the listed milestone targets.</p> <p>Areas which Governors may wish to focus on :</p> <ul style="list-style-type: none"> <li>• Implementation of Behaviour Tracking</li> <li>• Attendance Tracking processes and outcomes</li> <li>• Implementation of an Engagement curriculum</li> <li>• Compliance with requirements for British Values</li> <li>• Progress towards implementation of “Life without Levels”</li> <li>• Implementation of Data Driven SIDP's at a subject level</li> <li>• Compliance with E Safety requirements</li> <li>• Compliance with Prevent Duty</li> </ul>
<b>9</b>	<b>Behaviour and Attendance</b>
	Provided Separately through termly progress reporting
<b>1</b>	<b>Governor Visits</b>
<b>0</b>	Since September 2015 there have been 17 Governor monitoring visits.