

Executive Heads Report to the Governing Body

Autumn 2015

1	Student Data
	Provided separately through the half termly Data Dashboard
2	Attainment and Progress
	Provided Separately through termly Progress Reporting
3	Teaching and Learning
	<p>A Teaching and Learning review for the whole school took place in the second half of the Autumn term – the completed review paperwork is attached to this report. The review included lesson observations and work scrutiny for all teaching staff. The headlines regarding Teaching and Learning is as follows:</p> <p>Key Improvements:</p> <ul style="list-style-type: none">• Improved teaching grades across the whole SSSfN – 87% good or better as opposed to 78% for the same term in 2014/15• Inadequate teaching grades relate to two members of staff only, one of whom left at Christmas• All members of staff on a support plan have moved up at least one grade – Four members of staff are currently on support plans as opposed to ten members of staff this time last year.• Significant improvement in marking, feedback and progress over time (44% to 85% good or better since Autumn 2014/15) <p>Further development is taking place to secure the following areas:</p> <ul style="list-style-type: none">• Development of individual staff/team meetings to be continued with emphasis on progress – these are now timetabled with XLT• Use of ILPs to inform differentiation for ALL pupils to be evident in lessons – focus of learning walks this term• Students who are making less than expected progress are identified and regularly monitored strategies are put in place – as above via meetings with XLT• Assessing pupil progress- Learning Ladders are to be rolled out to support Teacher's in assessing work without levels to inform them more regularly of progress a pupil is making and will have apposite impact of Assessments for learning – a time line has been written and is currently being implemented, following a pilot at Brooklands and Compass Belton all primary staff were trained in Learning Ladders on the 4th January.• Active use of ILP's to inform planning and lead to greater individualisation of lesson plans – Learning walks regarding this in place with a particular focus on more able pupils• Wider use of Literacy/numeracy interventions for all pupils identified – appointment of Literacy/ Numeracy Instructor will enable us to do this.
4	Curriculum and SEN Support
	<p>Primary Curriculum – this continues to be developed in line with national changes but also to ensure that the use of 'Learning Ladders' is an integral part of planning for progress and enables teachers to identify and address gaps in learning within the wider context of the curriculum.</p> <p>Secondary Core Curriculum – Programmes of study for all core subjects are now secure and moderation processes are in place. The KS4 curriculum is subject to change as the new style GCSE specifications are shared with schools.</p>

	<p>Key Stage 3 Engagement Curriculum – Work is currently being undertaken to write a new curriculum for our most vulnerable and difficult to engage KS3 pupils. The model we are currently looking at is based on ‘topic’ style work with key skills embedded within this curriculum similar to a ‘primary’ model (implementation September 2016). If successful this should reduce the need to place KS3 pupils at alternative providers.</p> <p>KS4 Engagement Curriculum – Work is taking place to write a curriculum for KS4 engagement pupils that links to post 16 destinations and the academic requirements needed. This curriculum will enable pupils to achieve academic qualifications that enable to access the post-16 destination of their choice and will have Information, advice and Guidance as a key component.</p> <p>SEN Support – There is an increased emphasis this term on the use of ILPs to inform planning which will be monitored via learning walks. The ILP document has been revised to make this easier for staff to access.</p>
5 a	Site Specific Updates
5 b	<p>Brooklands</p> <p>Brooklands has had a new Primary Leader since September which has enabled the site to be reinvigorated. This coincided with both teaching staff retiring and two new teachers starting. In January 2016 a third teacher has joined the site in response to increased numbers – meaning that in 2 years Brooklands has gone from 1 to 3 classes.</p> <p>In January 2016 the Brooklands Assessment unit lead has also changed due to reorganisation of these role. The new Assessment Unit lead is very experienced and formerly from Locksley.</p>
5 c	<p>Douglas Bader</p> <p>As will all Short Stay sites DBS has experienced considerable growth in numbers.</p> <p>Primary provision in DBS was expanded over the summer with two new rooms being added and the staff room moved. In Autumn 2015 we added additional staffing to produce a second primary group.</p> <p>DBS also had a new Engagement Co-ordinator from September and new English teacher.</p> <p>The plan to install a new Multi Use game area for primary students has stalled due to objections from the local residents and is current mired in planning approval.</p>
5 d	<p>Compass</p> <p>Compass had a very tricky Autumn term due to a large number of changes. Compass Lingwood opened in September 2015 replacing the former Compass Norwich. Whilst this was a positive move in terms of the quality of the building – several of the young people found this change very hard to adjust to. This resulted in some very violent and aggressive behaviours from two young people and ultimately their removal from Compass. A third student has also exhibited some high level behaviours which resulted in hospital treatment for one staff member but has been able to be reintegrated. Compass Belton also experienced high level behaviours from a group of the 3 oldest boys. This again was partly a response to changes in leadership and moves to improve the quality of the teaching provision. These boys continue to pose challenges but now have a new alternative curriculum which is more engaging for them.</p> <p>Pott Row had serious staffing issues throughout the Autumn term which resulted in severe disruption for students. Again the uncertainty caused by this resulted in a serious spike in behaviour incidents. Support was put in place for the base by moving a senior leader from another area of Compass into Pott Row full time and two students were taught offsite for a 4 week</p>

		<p>period. At the end of the Autumn term both Pott Row teachers left our employment having had long periods of absence and have been replaced with three new teachers. The decision was taken to over recruit in order to ensure student needs were well met in the Spring term. We were able to implement a good period of induction for the new staff in December and early signs in January indicate that the base is now much more settled. However we continue to have challenges recruiting permanent teaching assistant staff for this base.</p> <p>Overall Compass has seen a significant downturn in academic progress in the Autumn term and a sharp increase in behaviour incidents, exclusions and use of restraint. Having addressed the majority of the staffing issues, the focus for this term will be to improve the academic progress of students at Compass and embed the improvements we have implemented in behaviour management.</p>
5 e	Locksley	<p>Locksley's challenge in the Autumn term has been the sheer volume of children arriving each day. In common with all four Short Stay sites, Locksley has seen a dramatic increase in numbers. However a strong staff team have ensured that the site continues to meet the students needs very well.</p> <p>A new Engagement Co-ordinator started at Locksley in September 2015 and much work has been done to review and update the Engagement work processes to bring them into line with Engagement at Rosebery and DBS. Locksley did not have a Primary leader in the Autumn term and we were unable to recruit due to a poor field. A temporary Leader has been recruited for The Spring and Summer terms and the permanent post will be re-advertised in the coming weeks.</p>
5 f	Earthsea	<p>Earthsea has continued to provide a high quality of care and education to some of our most challenging and vulnerable youngsters. The Autumn term saw some challenges from students and the arrival of a new TA – but generally this was an effective and positive term.</p> <p>Some issues have begun to be highlighted in relation to the condition of the mobile classroom at Earthsea and further investigation and consideration will need to be given to its long term viability.</p> <p>The local Authority is currently considering a proposal to expand Earthsea School to a further 6 places.</p>
5 g	Rosebery	<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. The primary team also had a long term absence in the Autumn term which was resolved at Xmas.</p> <p>The secondary team at Rosebery has managed well with increasing numbers but has some challenges with staff issues relating in particular to Health and Safety. These have resulted in one member of staff currently being absent from work.</p> <p>Overall Rosebery has performed well in the Autumn term, but there continues to be concerns regarding overall attendance of Rosebery pupils which remains lower than other sites.</p>

6 a	Leadership and Management – Staffing
	<p>As outlined above we have had various challenges with staffing in the Autumn term.</p> <ul style="list-style-type: none"> • Unfilled Primary Leader vacancy • Long term absence of Primary Teacher at Rosebery • Two Long term absences of Pott Row Teachers • Long term Absence of teacher at Lingwood • Teacher issues at Rosebery regarding Health and Safety practice • Large numbers of new staff <p>However it should be noted that despite this the bases have continued to manage increasing numbers well.</p> <p>With one exception all of the above issues have been resolved for January 2016 which has considerably improved the situation for the Spring term. However despite the employment of Cover Supervisors and Classroom Assistants – the cost of supply staff continues to be high. Staff morale has remained overall good, but with some significant differences across bases and teams. Members of the admin and finance teams have found the ongoing adjustments to Academy requirements challenging at times whilst staff teams at both Compass and Rosebery have been adversely affected by the issues in those sites.</p> <p>Conversely Senior leaders have responded very well to the challenges and have engaged very positively in a Leadership training programme put in place this term.</p> <p>In the Autumn term we reviewed the leadership structures for the SSSFN and have put agreed new Head of School roles for Short Stay and Specialist sites which will be implemented over the next two terms. We also agreed an revised pay scale for the XLT team which comes into effect from September 2016.</p> <p>Staff absence continues to be an ongoing battle with currently 8 staff in the formal stages of our absence management process. However at the end of Summer 2015 and during Autumn 2015 two of our most prolific absentees left our employ as a direct result of the formal process to which they were subject</p>
6 b	Leadership and Management – Premises
	<p>The SSSFN premises continue to be subject to ongoing review and alteration</p> <p>In the Summer 2015 vacation we undertook substantial work at DBS to create more primary space as well as overseeing the full refurbishment of Lingwood and a series of other works.</p> <p>The current most pressing issues which will be addressed over the coming months are :</p> <ul style="list-style-type: none"> • Lack of Primary Space at Rosebery • Overall quality and robustness of the Belton site • The longevity of the Earthsea mobile • Ongoing issues with Primary classroom heating and roof leaks at Locksley • Resolution of the dispute regarding the Primary MUGA at DBS • Improvements to the Therapy space at Pott Row <p>We were successful again with our bid for funding for improvements to windows / Doors at DBS, Pott Row and Earthsea and these will be ongoing over the next 9 months. We have made a new bid aimed at addressing the heating issues at Locksley Primary and the Earthsea Mobile.</p> <p>The volume of premises related work in the last 12 months highlighted the insufficiency of our Trust Premises staffing model. The resignation of our previous Premises Manager gave us the opportunity to re-organise this area and from January 2016 we now have two Engage Trust Premises Leads – one focused on Maintenance and one focused on Health and Safety and project management. This has been combined with the extension of the caretaker team and the shift towards more centrally employed caretakers. This will enable us to undertake more refurbishment and repair work in house and hopefully reduce the use of expensive contractors. The work of the Premises Health and Safety Committee and the oversight of the Operations</p>

	<p>Manager and the admin team continues to ensure that we have a very good level of Health and Safety compliance across the Short Stay School.</p>
6	Leadership and Management – Finance
c	<p>Finance with the Short Stay School is very much a tale of two extremes. The outcome of our audit for the financial year 2014 – 2015 revealed that we made a massive improvement in our financial health. We moved from a in Year deficit of £240k in the previous year to an in year surplus of £260k this virtually wiped out our structural deficit – leaving just under £100k all of which is comprised of the loan from EFA which is a managed commitment being repaid over three years.</p> <p>However this superb news is somewhat offset by the serious concerns which we hold regarding the expenditure which we are incurring this financial year. Large scale increases in the number of students have brought with them resultant increases in provision and staffing costs. This is in addition to our usual high costs in these areas. Whilst we are still at the early part of this financial year – it is likely that our final year figures will revert to deficit this year due to the increase in numbers. As a result of this the annual negotiations with Norfolk CC regarding funding levels will be key in ensuring that we gain the additional finance required to remedy the deficit in the following year.</p> <p>Some movement in this regard has already been through the Compass recommissioning process which has resulted in an increase in the funding agreed for Compass for September 2016 onwards of £175k, however we will need to seek at least a further £300k in increased funding from NCC for our Short Stay provision.</p> <p>Longer term we also need to be very aware of the ending of our current contract with NCC in June 2016 and the likelihood that they will seek to alter the terms of the contract for future years. Similarly the upcoming announcement from Central government of a National Funding formula for schools may also significantly alter our future funding arrangements.</p>
6	Leadership and Management – Other
d	<p>In the autumn term the SSSFN was asked by NCC to take over the employment of three staff who were formerly part of the Eastern SRB based at Horatio House. This SRB had to close a result of the academisation of its host school. These staff have joined us in various roles but we have received £100k of funding from NCC to cover their wages. This is primarily meant to look at supporting more Primary Reintegrations.</p> <p>The Autumn 2015 saw the implementation of a new model for our Medical Needs Team. This provision is now entirely based on home tuition and has moved to a more streamlined and centralised system under a new senior leader. Despite a reduction of over 2 FTE teachers the team have actually considerably Improved their efficiency and are handling an increasing number of cases. We have also created a new team of temporary Home Learning Support Assistants which are part of this team. This role is very new and only just beginning to embed, but has potential to further increase efficiency for this team.</p>
7	Safeguarding
	<p>Provided Separately through the Safeguarding report</p>
8	Improvement Planning – Updates against targets
	<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"> • Implementation of Behaviour Tracking • Attendance Tracking processes and outcomes • Implementation of an Engagement curriculum

	<ul style="list-style-type: none"> • Compliance with requirements for British Values • Progress towards implementation of “Life without Levels” • Implementation of Data Driven SIDP’s at a subject level • Compliance with E Safety requirements • Compliance with Prevent Duty
9	Behaviour and Attendance
	Provided Separately through termly progress reporting
1	Governor Visits
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	Since September 2015 there have been 11 Governor monitoring visits.