



Linwood School Governors' Impact Statement 2019 – 20

Linwood School is a multi-campus specialist provision incorporating the following campuses: Linwood, Springwood, Littlewood, Summerwood, Woodford and CHI (Classroom in the Heart of Industry). The Governing Board is responsible for the quality of provision across all the campuses. This is underpinned by vision and values which are based on high expectations and aspirations for every learner which support their preparation for adulthood, independent living and lifelong learning.

In accordance with the Government's requirement for all governing bodies, the three core strategic functions of Linwood School's Governing Board are:

1. Ensuring clarity of vision, ethos and strategic direction
2. Holding the Headteacher to account for the educational performance of the school and its pupils
3. Overseeing the financial performance of the school and making sure its money is well spent

Governance Arrangements

The Governing Board, which meets at least four times each year, is comprised of:

- 1 Headteacher Governor (Executive Headteacher)
- 1 Local Authority (LA) Governor
- 1 Staff Governor
- 4 Parent Governors
- 5 Co-opted Governors

This year the Board has been led by 2 Co-Chairs and a Vice Chair. Co-Chairing has facilitated a sharing of responsibilities and expertise and has brought different skills and perspectives to the role, aiding future succession planning.

There are also a number of committees to consider different aspects of the school in detail:

- Learning & Achievement (L&A) Committee (at least termly meetings)
- Personnel & Wellbeing (P&W) Committee (at least termly meetings)
- Finance & Asset Management (F&AM) Committee (at least termly meetings)

Each committee has clear Terms of Reference which are agreed annually.

Ensuring clarity of vision, ethos and strategic direction

- The GB has continued to work closely with EHT and SLT to ensure Linwood's vision is clear with priorities embedded into the SDIP. School improvement objectives have been agreed with SLT and monitoring of progress towards specific targets have been a regular item for Governor question and challenge.
- The 3 committees have maintained a clear overview of policy and practice by a continuous monitoring programme, to ensure practice is aligned to the School's vision and values and is consistent and equitable across all campuses.

- Governors have been actively involved in supporting Phase Leaders in the revision of Curriculums in preparation for the new inspection framework to ensure that vision, intent, implementation and impact are clearly defined. The following curriculums -Early Years Foundation Stage, Alma (pre formal), Vita (semi-formal), Personalised National Curriculum and Post 16 have been revised to ensure each pupil is able to access bespoke and tailored learning programmes with a focus on best possible outcomes for each individual pupil (see website for Curricula booklets).
- Governors have been involved in the review and establishment of revised assessment systems to ensure that progress within the different curricula is tracked effectively.
- Strategic Governor development is driven by the annual skills audit and governors have enhanced their knowledge and skills through the Governor training programme developed by Linwood Teaching School. Examples of training are; Induction, Effective Support and Challenge of the Senior Leadership, Safeguarding, Safer Recruitment, Headteacher, Chair & Clerk course 'developing effective partnership working'. The Co-Chairs have both undergone 360 degree appraisal through NGA with internal and external feedback.
- The Governors have actively supported the school to drive forward improvements to sites. Linwood has had refurbishment of senior classrooms and creation of an outdoor wellbeing courtyard with a canopy shade as well as outdoor classroom play areas. The Springwood trim trail was completed, a programme of repainting and refurbishment of 2 classrooms, new flooring and air conditioning installed. Summerwood Campus was reconfigured to gain 2 new classrooms and storage.
- Governors have taken a key role in supporting the EHT to establish additional provision and increased capacity in response to the high demand for specialist provision places across BCP - Woodford Campus (satellite in mainstream school) with a second class starting September 2020. The Post 19 Link Plus is now a registered company, limited by guarantee, and due to open in September 2020, together with a further 3 additional classrooms at Springwood Campus.
- Governors have helped maintain the School's strong track record of outstanding practice in supporting the EHT and the Director of the Teaching School in submitting a successful application to be one of ten Teaching Schools nationally to lead the Engagement Model (replacing 'P' levels) training for teachers in mainstream and special schools.
- The P & WB committee have been instrumental in ensuring the induction and appraisal process for all staff is robust and effective and fully in line with the school's vision and values.

Holding the Headteacher to account for the educational performance of the school and its pupils

- Governors have actively supported the SMLT to ensure that outcomes of every child and young person at Linwood have been prioritised so that progress and high expectations continue. Governors have been actively involved in establishing a consistent approach to monitoring across all campuses which has been demonstrated by strong positive outcomes for pupils across the age ranges and the curriculum offered.
- Governors have been involved in the development of Learning and Achievement Reviews, established to monitor teaching and learning and to complement formal lesson observation.
- Governors have supported decisions regarding CPD to ensure consistent high quality teaching and learning which impacts positively on CYP outcomes.
- Governors have been monitoring data through detailed EHT reports and commissioned a programme of impartial, external support and challenge from a senior school improvement professional, focusing on attainment, progress and wider outcomes. Reports and presentations have been sought from subject coordinators through the Learning and Achievement Committee. Co- Chairs met with the School Improvement

Partner to explore effective ways of monitoring the wide range of curricula to facilitate greater governor knowledge and challenge.

- The Governing Board has challenged the EHT throughout their appraisal process in line with statutory requirements. 3 members of the P & WB Committee supported by an external advisor undertake the appraisal process setting challenging appraisal targets for the EHT with an interim review.
- Governors and LTSA worked together to further embed and enhance the reputation and offer of the Teaching School providing the SENDCo Accreditation programme on behalf of the LA. The LTSA is a leader in a wide range of highly evaluated quality training opportunities.
- Governors have worked closely with School to ensure a continuing focus for adulthood and were supportive of CHI submitting an application to the Careers Development Institute UK Career Awards 2020, which recognises and acknowledges excellence in a career development programme. CHI won the Award. Governors have monitored the Careers Guidance and transition support and received a presentation and report on progress against the government Gatsby Benchmarks which were introduced to monitor how this is being approached in school. Representatives have attended staff training on this matter and supported the CEIAG team in the development of comprehensive Career Programmes against the various Key Stages which it is planned will be introduced in school from September 2020.
- Governors participated in a programme of learning walks/monitoring visits to all departments and campuses. This year included two of the CHI bases, Marsham Court Hotel and Citygate, as well as Summerwood Campus. Other planned visits were postponed due to Covid-19 restrictions.
- LAC case studies have been provided in response to request from P & WB committee outlining how Pupil Premium has been spent together with an expenditure report. Progress and data for vulnerable students has been shown on an individual level. These 2 reports together with all individual therapists' reports were shared for governors' information at the FGB meeting in June 2020.
- The FGB closely monitor Safeguarding within Linwood School. The SCR is checked termly by the Safeguarding Link Governors, and the DSL's report is a standing item on the FGB agenda. All Governors have recently updated their Safeguarding training and 3 have completed the Safer Recruitment training.
- Governors have monitored behaviour both positive and negative and have been informed of proactive strategies that are used in response to negative incidents.
- Pupil attendance figures have been reported to the Governors. The Governors continued to set challenging pupil attendance targets and analyse trends in detail at FGB meetings.
- The Governors have supported the continuous development of Linwood's outward facing role and is a well-respected provider of SEND support and guidance. Linwood BOOST (Bournemouth Outreach Offer SEND Together) outreach workers provide universal SEND support to schools, both primary and secondary, and specific support for individual pupils at SEN Support and EHCP level. The Governors are confident that the service has been solution-focused in providing outstanding advice and guidance to help pupils across BCP achieve their potential. Governors have been actively involved in the development of Linwood Outreach Inclusion Service (LOIS), which supports a range of providers and businesses within BCP Council and beyond.
- _Governors have worked closely with the EHT in establishing a working party to address teacher workload, ensuring that the expectations of teachers at Linwood School are conducive with a positive work life balance and to ensure there is a consistency of expectations across phases within all campuses across Linwood School.
- Governors approved and are championing the Wellbeing Policy and Action Plan in order to establish Linwood as a mentally healthy school. They have kept well informed on the progress of the implementation and impact of this policy for pupils and staff members. The 'Mind Workplace Wellbeing Index' was completed and the work

undertaken by School was recognised with a Bronze award. The pastoral care and wellbeing of the pupils has been acknowledged by Governors as paramount and Governors have supported the development of a recovery curriculum to support the CYP's return in September.

Overseeing the financial performance of the school and its money is well spent

- Governors have continued to maintain a clear focus on maximising pupil progress through effective deployment of resources. They have overseen all aspects of the school's budgeting through the Finance and Asset Management Committee, which is made up of Governors who are experienced in finance.
- Governors have continued to work closely with EHT and School Business Manager to set a 3 year budget plan and ensure a balanced budget. Despite the COVID crisis, through effective financial planning the School was able to retain a full workforce with no furloughs. Sufficient funds were made available to ensure that the premises were safe and secure, met the revised Covid-19 health and safety guidelines and were fit for purpose.
- The Risk Register is a standing item at F&AM committee and High Risk areas are discussed at the FGB and feedback was given to SBM on how Governors would like this data presented for clarity and prioritisation.

Other evidence of the Governing Board's impact on school improvement

- Governors have sought views and communicated with parents and carers by supporting the EHT's development of questionnaires plus contributions to school newsletters, website, Governors' attendance at school council meetings and Parents and Future Pathways evenings. Governors have been involved in the life of the school from attendance at school events, assemblies, concerts, performances, summer and Christmas fairs, and church services.
- Governors have been actively involved in overseeing the decision on how to proceed with the swimming pool closure and the need for major refurbishment. Governors have looked at the implications for the various pupil groups, alternative arrangements outside of the school, re-designs, and all cost implications and quotes. The Vice Chair of Governors is chairing a Swimming Pool Working Group which will make a final decision regarding the future of the pool in October 2020 (this has been deferred due to Covid-19).

COVID-19 PANDEMIC

The Covid-19 pandemic has impacted every area in the life of the school including the Governing Board, which has continued to fulfil its roles and responsibilities during this time through online meetings and distanced communication. The GB has received daily notifications on all up-dated government legislation as regards staff and pupil welfare, together with safeguarding changes. The GB has been actively involved in supporting the EHT and SLT with the oversight and scrutiny of the School's response to this. The safety and wellbeing of the whole school community has been central throughout every decision making process, including the planning for the re-opening to all students in September 2020. The School's recovery curriculum has been developed to underpin all aspects of learning.

*Through the School Development and Improvement Plan and the Executive Headteacher appraisal process together with a strong self-evaluation and quality assurance process across all campuses and the whole school community, Governors have ensured that they have continued to respond to and build on the successful outcome of the last Ofsted inspection. In OFSTED's judgement on Linwood in January 2018: **'The school continues to be outstanding'**.*

Inspectors stated:

'Strong governance supports the strategic development of the school very effectively. Governors share a strong commitment to provide an outstanding quality of education for pupils within their community. They provide a wide range of skills and experiences but are not at all complacent in their vision for the school to contribute positively to the local community, as well as being a leader in its field. Governors agree that the school could expand its work to support pupils in local schools.'

Key:

EHT: Executive Headteacher

FGB: Full Governing Board

SLT: Senior Leadership Team

SMLT: Senior Middle Leadership Team

SBM: School Business Manager

SENDCo: Special Educational Needs Coordinator

SEND: Special Educational Needs and Disabilities

SDIP: School Development and Improvement Plan

LTSA: Linwood Teaching School Alliance

CPD: Continuous Professional Development

CYP: Children and Young People

CEIAG: Careers Education Impartial Advice and Guidance

CHI: Classroom in the Heart of Industry

LA: Local Authority

BCP: Bournemouth Christchurch and Poole (LA)

LAC: Looked After Children

L & A: Learning and Achievement

P & WB: Personnel and Wellbeing

F & AM: Finance and Asset Management

DfE: Department for Education

EHCP: Education and Health Care Plan

OFSTED: Office for Standards in Education

NGA: National Governance Association

