



Linwood School

Governors' Impact Statement 2018 – 19

Linwood School is a multi-campus specialist provision incorporating the following campuses: Linwood, Springwood, Littlewood, Summerwood and CHI (Classroom at 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

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.

Impact of Linwood School Governing Board 2018-19

Ensuring clarity of vision, ethos and strategic direction:

- *The Governing Board has continued to work closely with the Executive Headteacher and Senior Leadership Team to ensure that Linwood's vision is clear with appropriate priorities in the School Development & Improvement Plan (SDIP). This Plan was approved by Governors following their support and challenge. They have undertaken extensive reviews to ensure that the SDIP is implemented effectively based on accurate self-evaluation.*

- *Governors have been actively involved in the development of the semi-formal curriculum across all campuses and will ensure appropriate curriculum opportunities are in place for pupils who are not yet ready for subject specific learning. This has enabled the curriculum offer at Linwood to include the Alma Curriculum, Semi-formal Curriculum, National Curriculum, Post-16 Curriculum. This means that the curriculum offer is personalised and bespoke.*
- *Governors have actively supported the school in securing external accreditation and recognition of its aspirational and inclusive approach to learning opportunities; For example support to secure the Basic Skills Quality Mark for both primary and secondary phases and to successfully be re-accredited as a Quality Lead School for Achievement for All.*
- *The Governing Board has continued to drive forward improvements to all the sites, including for example, the trimtrail at Springwood, Early Years free flow facilities, Wellbeing room, refurbished food technology room, shaded areas and the development of a Professional Development Centre in adjoining building to Linwood Main campus.*
- *The Governing Board has continued to take a strategic approach to Linwood's response to the increasing demand for specialist provision. The decision by Governors to lease the neighbouring architect's offices at the Main Campus site will result in additional place capacity. Discussions are also underway to provide further additional places for post-19 needs and for the primary and secondary age range through a Hub approach in partnership with mainstream schools.*
- *Governors carried out a self-evaluation of the Governing Board and, including a skills audit and action planning, to support recruitment, induction and forward planning. They have attended a range of training and development opportunities including, safeguarding, safer recruitment and induction, as well as attending the annual governors' conference. Governors have been actively engaged in the recruitment process for senior staff across all campuses.*
- *Governors have continued to play a pivotal role in ensuring the school's expansion is measured and focused on the needs of all learners with challenging questions in respect of this a key feature of all Governing Board meetings. Governors have continued to provide strong support and challenge for the Executive Headteacher in respect of the strategic direction of the school including the academisation process.*

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

- *Governors have focused on maintaining and improving the high quality of teaching and learning throughout all campuses. This is done by robust monitoring through data analysis, reports by the Executive Headteacher and self-evaluation together with reports from SLT which focus on outcomes for learners at all campuses. Governors have been actively involved in monitoring pupil attainment and progress as well as keeping a focus on wider outcomes. The GB have continued to be updated regarding collection of accurate data to underpin their effective challenge to the Executive Headteacher and her team.*
- *The GB has secured the implementation of an improved career structure for TAs to improve knowledge and good practice. This has enhanced recruitment, retention and succession planning and resulted in successful training and accreditation of 8 Linwood HLTAs to be deployed across all campuses from September 2019.*
- *Governors have continued to work closely with the Executive Headteacher to ensure a robust leadership structure and quality assurance thereby securing accountability across all campuses with the focus firmly on improving outcomes for every child and young person in their preparation for adulthood.*



- *Governors set challenging appraisal targets for the Executive Headteacher in the autumn term with ongoing support and challenge from Governors including a mid-year review. They have also overseen the setting of robust targets for school staff through the appraisal system with particular attention to the consistency of quality of teaching and learning across all campuses based on evidence informed practice.*
- *The Executive Headteacher and other senior leaders have been encouraged and supported to further promote the work of the Linwood Teaching School Alliance, with a focus on developing its outward facing role. This has resulted in an increased number of local partners, the establishment of a Linwood Professional Development Centre and a significant national role.*
- *Governors carried out Learning Walks across campuses and including Extended Services and have continued to challenge the Executive Headteacher with questions in respect of outcomes for all groups of pupils including those who are Looked After.*
- *Governors have continued to use the detailed Executive Headteacher Reports as an opportunity to ask searching questions in respect of the wide range of monitoring data provided.*
- *Outcomes for pupils who are supported with additional interventions funded through the Pupil Premium have continued to be an ongoing focus for Governors who have sought responses to challenging questions about value for money at whole Governing Board meetings as well as in committees.*

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

- *Governors have continued to maintain a clear focus on maximising pupil progress through effective deployment of all 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, as well as through the full Governing Board.*
- *The 3 year budget plan prepared by the School Business Manager, with support and challenge from Governors, has been agreed by the Board to ensure that the school's finance is on track and continues to provide value for money. Governors have worked closely with the school's senior leaders to ensure a robust response to in year challenges to the budget setting process.*
- *Governors have continued to work closely with EHT and School Business Manager to ensure sufficient funds are available to ensure that the premises are safe, secure and fit for purpose.*
- *Governors have continued to be involved in recruitment and succession planning which has built Linwood's capacity for future school development and improved outcomes for learners with the employment, for example, of a physiotherapist, occupational therapist and an HR Manager / team thereby building a multi-disciplinary team to have maximum impact on outcomes for all learners across all campuses.*
- *Governors have continued to be actively involved in ongoing discussions with the LA and DfE regarding efficient use of high needs funding. This has resulted, for example, in the leadership and management of an outreach service (BOOST) for local schools, with funding to do this being provided to Linwood. The Governing Board have supported the employment of additional staff members to build on this specialist outreach work.*

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

- *The Governing Board has communicated extensively with parents and carers through school newsletters, the new school website, questionnaires, and attendance at school events including summer and Christmas fayres, church services, classroom and after school activities. Parental views have been sought throughout and responded to appropriately.*



- *Regular meetings between Governors and Executive Headteacher regarding governance arrangements and academisation have ensured that Linwood and its community continue to be well placed to maintain the focus on improving outcomes for vulnerable learners whilst ensuring a proactive, outward facing approach to its role in system leadership.*
- *The Governing Board has supported Linwood's leadership of the LASSIE project following the successful joint bid to the Strategic School Improvement Fund which resulted in funding provided to support improvements in mainstream schools across Bournemouth, Christchurch, Poole and Dorset over two years. As part of this work the Governing board supported the highly successful Inclusion Conference in the summer of 2019 which received very positive evaluations from across the region and nationally.*
- *Governors have worked closely with school staff to ensure a focus on preparation for adulthood with, for example, supported internships at CHI and through the ongoing expansion of CHI (e.g. Emmanuel Centre in Southbourne) thereby providing a greater range of high quality provision, appropriate placements, choice and employment opportunities for Linwood's community.*
- *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:

CHI: Classroom at the Heart of Industry

LA: Local Authority

L and A: Learning and Achievement

P and W: Personnel and Wellbeing

F and AM: Finance and Asset Management

SDIP: School Development and Improvement Plan

SLT: Senior Leadership Team

GB: Governing Board

HLTA: Higher Level Teaching Assistant

EHT: Executive Headteacher

HR: Human Resources

DE: Department for Education

BOOST: Bournemouth Outreach Offer SEND Together

LASSIE: Linwood and Sigma Securing Inclusive Education

OFSTED: Office for Standards in Education