

Glyne Gap School
Headteacher's report for Governors' Meeting
on Monday 28th June 2021

I last reported to Governors in March of this year. Since that time we have come out of the third national lockdown as an impact of the Covid 19 pandemic and have maintained school as a place of learning, safety and fun for pupils throughout the third lockdown and subsequently. The information shared here details the school's current position and any risks/challenges the school faces that Governors need to be aware of.

1.Current context: (additions in italics)

- In line with Government directives, Glyne Gap School opened to all pupils in September 2020.
- Throughout terms 1 and 2, all pupils who were able to returned to school.
- Government announced a further national lockdown and the immediate closure of schools on January 4th. There was an expectation that special schools would remain open and offer full time provision.
- All pupils (excepting those on the shielding list) were offered full time provision from this date to the end of the third lockdown. Initial take up was 60 (approx.) pupils with a number of parents/carers choosing to keep children at home. This number increased over terms 3 and 4.
- *All pupils returned to school for the start of term 5.*
- *'Bubbles' have been extended across school to ensure pupils have best curriculum opportunities and, in addition, to support the maintenance of an effective workforce across the school. When staff are working outside of bubbles, internal track and trace is in place.*
- *All staff are (voluntary) testing twice a week with Lateral Flow Devices.*
- *All staff who requested have received both vaccines (85% of workforce vaccinated).*
- *Essential visitors are welcomed into school (those that will be working without social distance undertake an LFD test).*
- *All staff have returned to work.*

2.1 Strengths within this current context:

- School community is Covid -19 free
- School culture and morale remain positive
- School leadership (at all levels) is strong and focused
- School has financial resources to manage any turbulence
- Communication with parents is effective and parental support positive

2.2 Risks/threats within this current time/context:

- *Pupils and/or staff test Covid – 19 positive. This has not happened since I last reported to Governors. We are however, able to quickly put measures in place to minimize transmission.*
- *Key personnel are ill and/or unable to work.*
This scenario has been considered at other times and leadership remains distributed to compensate for this. *This has happened this term with the absence of the site manager and the school is indebted to the work of Bev Smart, Carole Stoten and Mike Sellens in covering the critical elements of this role.*
- *School is unable to open fully as an impact of staff absence.*

This has not happened since I last reported to Governors (excepting a planned partial closure to enable critical training). This is a reflection of how well (physically and emotionally) the school community is keeping. We have recently recruited to a number of vacancies so that were this to be a challenge in the Autumn term, we would be starting from a position where supply staff are not already in school covering vacancies.

- *Staff are tired and challenged by the cumulative stress of working/living in this way. This remains a reality. It is supported by managing workload (for groups and individuals), regular communication and a supportive school culture.*
- *Parental dissatisfaction/anxiety regarding the holidays (with the possibility that no holiday club provision will run). This is a reality at this time of year in any year but this year has the added element of possibly no club. When we meet, this situation will be clear one way or the other. We have a prepared newsletter for parents signposting other provision/support to send wither way.*
- *Further national/local lockdown
This seems unlikely at this point...but may happen. Whilst school is well placed to manage this practically, the challenge will be on staff motivation and ability to cope*

3.1 School data:

On roll in each department:	<u>21/6/21</u>	<u>1/3/21</u>	<u>23/10/20</u>
Nursery – 13 Infants – 32 Juniors – 27 Seniors – 27 Faculty – 20 Total on roll	119	120	115
Pupils eligible for free school meals and pupil premium	44	45 (includes extended entitlement due to benefit changes)	TBC
		Term 3	Term 1
Attendance (whole school for term 5 onwards)	88%	This is impossible to analyse this term (remote learning classed as attending)	86% (this was analysed by East Sussex following DfE returns)
“Looked after” children (eligible for pupil premium)	11	11	11
Pupils needing a safeguarding plan			
Child protection plan:	4	2	0
Family support plan:	4	8	8
Number of permanently contracted staff employed	92	91	98

4.1 Teaching and Learning data:

4.1 Governors will appreciate that there is no quantitative data related to teaching and learning for this term. We will be in a position to report on pupil progress and the impact of teaching from term 1 (2021/22) onwards (depending on national context).

4.2 Assistant Heads have ensured that they have completed at least 1 classroom observation for each class in 2021. This has been discussed with teachers as a supportive measure so that Assistant Heads can remain accountable for classroom practice and support teachers at this time. The focus has not been on the development of teaching.

4.3 Liaison and pupil progress meetings have continued throughout the school year. These have ensured internal monitoring on curriculum and impact for individual pupils as well as discussion on wider outcomes for pupils and their families. Judgements on progress have not been for all pupils as the individual contexts on attendance have been so very different. Whilst there is no 'quick look dashboard' to ascertain the level of pupil progress, Governors would be able to see from liaison notes and actions that there continues to be a rigorous agenda in progressing positive outcomes for all children across the school.

4.4 The cumulative position throughout this year is that outcomes for pupils (including their progress within learning), and therefore school effectiveness, need to be measured in a different way. This will be a focus of my discussions with Bob Wall (SLES Advisor) when he visits later this month.

4.3 CITES colleagues are working in school directly with pupils and staff. Partnership working between individual therapists and class teachers has some notable strengths and is clearly having a positive impact for pupils. CITES suggested a meeting between commissioners, school and themselves; however a date has not been forthcoming. East Sussex Special Schools will resume meeting termly with ISEND Head of Services and Deputy Director of Children's Services in the Autumn and I have ensured commissioned services (CITES, School Health) is added as a standing agenda item to this meeting.

5.0 Leadership

5.1 Governors will be aware that Jayne Gosling is expecting twins! Congratulations to her and Mike. Her absence during maternity leave will create a considerable change to the senior leadership team and we have considered how to build capacity and maintain stability for this period.

Barbara Clarke will take on the role of Designated Safeguarding Lead. To enable Barbara to do this, Mel Juckes will take on an interim role as Senior Teacher with a remit for managing and leading teaching and learning across the senior department within school. The accountabilities and processes within this role are familiar to Mel as she was of course Head of Faculty. Barbara will retain oversight of the junior department and will share oversight of the infant department with myself. This is a manageable position and one that replicates current practice between myself and Jayne. Sarah Tidmarsh will pick up strategic leadership of the Nursery. This position will be reviewed as Jayne's maternity leave progresses and other colleagues become familiar to new roles and the school.

6.0 School Development and monitoring:

6.1 School Development (Governors have access to full updated School Development Plan)

No. of items currently on SDP	No. of items complete	No. of items started/on schedule (will complete within the year)	No. of items behind schedule	No. of items not yet due to start
8	1	3	2	0

Items behind schedule:

Ei) Mental Health and Emotional Wellbeing strategy across the school is delayed. This is a result of reduced capacity across senior and middle leaders and will be picked up in September.

Cii) Ensure the teaching of online safety (to those pupils for whom it is relevant).

(These items are in addition to the re-consideration of item Hiii that was discussed at Headteacher Performance Management).

6.2 Monitoring plan

Internal monitoring has continued as relevant and appropriate. A review of internal monitoring activity is being undertaken to ensure it is fit for purpose.

Governors are aware that (external) monitoring activities have had to have a different focus this year. Whilst we completed our Autumn Term standards visits with East Sussex SLES, SLES have cancelled Spring term monitoring visits for schools rated good and above. Bob Wall (SLES) is due to visit the school on 30/6/21).

We had scheduled an additional SLES visit focussing on the meeting of pupil's complex health needs for the Summer Term. This will be rescheduled to the Autumn term.

7.0 Pupils

7.1 School roll is currently 119 and we are receiving full place funding for all pupils. We receive additional top up for 2 pupils who require 1:1 support to meet their medical needs as detailed in their EHCP (one of these under review as child's needs are changing). We have one further pupil who has an allocated space for which we receive full funding. His needs are such that he is also allocated additional funding. Whilst this pupil is currently not attending, we are receiving the additional funding as we have had to employ an INA to support him as/when he does attend.

7.2 We have offered 4 pupils a place in our Reception cohort in September 2021. All 4 pupils have been part of our Nursery (although one has not attended). I am aware that the Local Authority is currently involved in a tribunal for a further reception place. In addition, we have offered 1 pupil a place at the Faculty as he moves from Saxon Mount and joins year 12 in September.

7.3 The Nursery is currently full and we are anticipating 5 places available in September. These places will be allocated late June and we currently have a waiting list of 7.

8.0 Staff – wellbeing, appointments, training and welfare

8.1 Staff wellbeing remains paramount now more than ever. The Senior Team consider this as part of their weekly meeting and try to respond proactively and reactively. A streamlining of transition processes (in preparation for September) took place in terms 4 and 5 to ease pressure on (particularly) class teachers over the remainder of this school year.

8.2 We recently appointed Jack Marsh as a class teacher from September. With Rebecca Gander agreeing to continue in a teaching role and Emma Willard working alongside her, our class teachers for September are all in place. A number of class teachers will be working in different classes in September and Heads of School are currently working with them to support this transition.

8.3 Our recent teaching assistant recruitment activity ensured that all known vacancies for September are now filled.

8.4 The CPD plan for the year has been fulfilled in its entirety and included all statutory and essential training for staff. We are hopeful that Team Development meetings (critical in developing learning and teaching in the classroom) will resume in September. One unexpected and positive outcome from delivering some training online has been that we have streamlined and recorded this training (particularly induction) and created a more manageable system of rolling out induction as we go forward.

8.5 We currently have 1 member of staff within an absence management programme. This is likely to conclude within this term.

8.6 Some Governors will be aware that there have been 2 staff dismissals this term. The school's procedures were followed on both occasions and Browne Jacobsen instructed on one occasion. Both members of staff have been dismissed for gross misconduct (unrelated incidents).

9.0 Resources – including finance, premises/health & safety

9.1 Whilst the budget set for this year is deficit, income and expenditure are as expected for this point in the year.

9.2 Analysis has begun to support strategic financial planning with the aim of being able to balance income/expenditure without the need to rely on reserves. Headteacher and School Business Manager have met with colleagues of a local multi academy trust and then with strategic Governors to discuss further. As a result of these discussions, some challenging decisions have been made and the planned deficit for 21/22 is reduced.

9.3 One of the decisions that has been made is to end our contract with Chailey Rehabilitation Services. We put this contract in to place at a time when CITES were not in a position to adapt/repair pupil's equipment in a timely and satisfactory way. This was at considerable cost to the school. CITES assure us that they are able to offer a comparable service and, of course, this is already a commissioned service so has no additional cost to the school. We will monitor the effectiveness of this service and have written to Steve Crouch at Chailey to thank him for his years of dedicated support.

9.4 The resources committee can confirm that all statutory and best practice checks are up to date. The termly site inspection has taken place. The school pool is currently out of action as we wait on a part that cannot be sourced from within the UK.

9.5 Our Covid - 19 risk assessment remains up to date and is routinely reviewed every Monday by senior staff.

Kirsty Prawanna