



MINUTES

Performance & Standards Sub-Group Meeting

15:30 Thursday 26 January 2023

Location: **by Video Conference**

PRESENT: Frank Green (Ch & T4 Trustee), Sara Attwood (T4 Trustee)

ALSO IN ATTENDANCE: Jesse White (Interim CEO), Lisa Tharpe (T4 Safeguarding Lead), Aaron Mulhern (IMHS Headteacher), Gosia Klosek (Head of College, ArtX), Asad Muzammal (Clerk)

1. Welcome and Apologies for Absence:

- a. Apologies were received for Rochelle Saunders.
- b. JW advised that there has been no movement in seeking a member of the SLT of a local Outstanding secondary school, as a candidate to join the Board and specifically the Standards Committee.

2. Declarations of Pecuniary Interests:

- a. None.

3. Minutes of the previous meetings and Matters Arising:

a. **Actions carried over:**

Action 211019/02: The Committee to receive a dashboard report at future meetings that records for each establishment the number/percentage of PP students; and the number of students who have EHCPs and details of the funding attached to the EHCPs. (JW)

Action 220127/02: A paper on the Social Curriculum to be brought to the next meeting. (AM)

Action 220127/05: The Policy Review Schedule to be brought to the next meeting. (JW)

Agreed: The Minutes of the meeting held on 27 January 2022 were confirmed as a true and accurate record.

4. Curriculum Update - Outcomes:

ArtsX

- a. AM advised that the trust had commissioned a consultant to complete a deep dive of Maths across the Trust and the report was very positive. GK said that the ArtsX Ofsted inspection had also included a deep dive of Maths. Inspectors had commented on the lack of a consistent scheme of works and curriculum content. The college has introduced delivery of functional

skills. Baseline assessments were completed in September to map students' progress. Education reviews are taking place this week and the reports and outcomes will be shared with students, parents and place commissioners.

GK said that many of the students at the college had experienced some form of trauma and the introduction of functional skills has helped to build students' confidence and reduce their anxieties around exams. Students are provided with opportunities to take multiple mock exams and opportunities to retake exam should they not be successful in earlier attempts.

GK said that there many of the students at the college have a history of low attendance and gaps in their education, which has been picked up on in their baseline assessments. Trustees acknowledged that the Ofsted inspection had recognised that the CLT are aware of the issues and the areas where improvement is required.

- b. Trustees discussed how it is anticipated that Ofsted will next visit ArtsX sometime after September 2024 and IMHS can expect a visit sooner. The Ofsted reports from both establishments include a set of statements on what needs to improve and Trustees agreed that this should be the fundamental driver for the Committee's work over the next six months. A common area of improvement at both establishments is around the curriculum. Trustees agreed that this work could take across the Trust, as both establishments have students with similar backgrounds, in particular the development of basic phonics.

In response to questions on whether ArtsX could be designated as a high-needs establishment, JW said that the LA would need to approve this. Trustees agreed that ArtsX would be able to demonstrate the strong link with IMHS and that a substantial amount of the work in both establishments is the same. The Ofsted Inspectors had also been clear that both establishments are dealing with the same type of students.

AM said that the IMHS Curriculum Policy is more complex, as it will need to include the Gatsby benchmarks, careers, financial literacy and PSHE. There are unit plans and a sequencing document in place for the year ahead. Trustees discussed personalising a curriculum framework for each student to a level where teachers would be able to articulate how the curriculum is delivered to each student according to the student's needs.

Action 230126/01: A clear curriculum framework and scheme of work for both establishments to be brought to the next meeting. (JW, AM, GK)

- c. In discussing the Ofsted comments on student behaviour at ArtsX, GK advised that the Behaviour Policy is being updated to address emerging needs and the final draft will be available next week.

In response to questions on whether IMHS has capacity to send some staff to ArtsX to help drive the changes in behaviour, AM advised that the Head of Welfare at IMHS meets regularly with the Welfare team at ArtsX and shares the IMHS philosophy on behaviour management in a move towards making this the T4 behaviour management philosophy.

JW said that IMHS has been financially subsidising ArtsX and the aim should be for ArtsX to increase its own revenue rather than rely on IMHS resources. There are site specific challenges with transposing the IMHS behaviour management philosophy straight into ArtsX, as ArtsX has a different physical location and is a bigger building with more students. GK added that there should be a single ethos across the Trust with shared priorities and principles, but it must also be recognised that there is differentiation required in some areas between the two establishments. The QA by place commissioners will be different and the

site security needs are different. The Behaviour Policy at ArtsX is now more closely aligned to the IMHS policy document.

In response to questions on behaviour improvements at ArtsX, GK said that staff are more confident and consistent on providing behaviour support. The college has issued one student with a five-day exclusion and had to terminate a placement for an AP student yesterday for the safety of other students. GK said that the college had gone above and beyond in trying to support this student's placement. The termination was approved by the commissioners. JW advised that of an email received from the parent of the student, thanking the college for the efforts of staff in trying to accommodate the student. In response to questions, GK advised that the student is not NEET and is now the responsibility of CCFL (Camden Centre for Learning). The student remains on roll with his original mainstream school.

- d. In discussing the Ofsted comments on attendance at ArtsX, GK advised that the college now has a F/T Attendance Officer and multiple interventions are in place. The college is planning for a weekly surgery to support parents with their children's attendance. Attendance has increased to 65% and was recorded at 61% for the same period last year. Trustees discussed how the changes in the curriculum are reflected in the improvements in attendance, showing that students want to be at the college. GK said that the curriculum now includes more life experience opportunities and delivery of workshops.

In response to questions on attendance at IMHS, AM advised that IMHS attendance stands at 84% and is anticipated to improve. Whole school attendance last week was recorded at 89% and if the three students with the lowest PA figures were removed from the data, attendance would have been 95%. Trustees agreed that this is a remarkable achievement and a testament to the impact of the welfare team, considering that the National average is recorded at 90% and for Special schools 80%.

- e. In discussing the Ofsted comments on the pace of response in implementing change at ArtsX, Trustees agreed that creating momentum is important to overall success and the SLT should attach target completion dates to actions, or create a Gantt chart or milestone plan, so that progress towards the actions can be tracked and measured. JW said that there is now more clarity in the leadership structure and clearer lines of reporting, so that the responsibility for each action is known to all. In response to questions on the reporting of safeguarding issues, JW said that the ArtsX DSL manages day-to-day issues and these are reported to GK, as Head of College. All major issues are reported to LT, as the Trust's Safeguarding lead. LT meets with the ArtsX DSL fortnightly and as needed.
- f. In discussing the Ofsted comments on the raising expectations, Trustees agreed that the message to staff should be to be the best that we can be and to have high aspirations for students and to build their ambition.
- g. JW confirmed that the ArtsX CIP is being updated to include the Ofsted actions.

IMHS

- h. AM said that there has been good progress in addressing the IMHS action plan. The school has engaged a Phonics specialist on a fixed-term contract and key staff have received training on delivering phonics interventions for the lowest readers. Students have been reassessed for their reading ages. The school is using phonics programmes aimed at teenagers and for adults. There has been positive feedback received from students on their improved reading ability. In response to questions on whether the Phonics specialist could be shared with ArtsX, AM said that the staff member is engaged F/T at IMHS.
- i. In discussing curriculum development, AM said that this has become a longer piece of work, due to two staff in key positions to lead on this being on long-term sick leave.

In response to questions on the absence of the recently appointed English teacher, AM said that cover in KS4 is being provided by the PSHE teacher, who can also teach English. To provide continuity, when the English teacher returns, the PSHE teacher will continue to teach KS4 to support students with their GCSEs. The school also has a member of staff who is starting their QTS process and has a degree in English. This member of staff will teach KS3 if the English teacher's absence continues.

Trustees noted that the recently appointed Science teacher has been on sick leave since 13 September.

AM advised that the Family Engagement Worker, Linda, had sadly passed away. The welfare team is continuing the legacy of her Family Liaison work and the initiatives she had introduced, such as the parent coffee mornings.

- j. AM said that the DfE expects all secondary schools and colleges to use the Gatsby Benchmarks to develop a careers programme that increases opportunities for students to access everything from experiences of the workplace and personal guidance with a career's adviser, to engagement with employers, colleges, training providers and universities. Changes to the provider access legislation includes the minimum requirement to provide six encounters during Yrs8-13 (two in each key-stage). The school arranged a judge from the Old Bailey to meet Yr7-9 students last week and students took part in a mock trial. The judge offered students the opportunity to visit one of his trials at the Old Bailey.

AM advised that the LA provides initiatives and free resources that have been set up to support SEN students. Students in the sixth form are attending the LA careers event today, which has representatives from 30 different employers. Students can arrange interviews with up to five employers at the event. There are four more similar events planned for the rest of the academic year.

Students continue with their fashion design courses at the Caramel Rock Academy and the Boxing Gym.

Action 230126/02: An update of progress towards the ArtsX and IMHS action plans to be sent to the Committee Chair before the end of February. (JW, AM, GK)

- k. In response to questions, AM advised that the Wellcome Trust visited yesterday to provide a workshop for students and to create a video tour of the school, including interviews with students and staff.

16:35 – Jesse White left at this point.

5. Data Dashboard:

- a. Deferred to the next meeting.

Action 230126/02: The ArtsX and IMHS data dashboards to be an Agenda item for the next meeting. (JW, AM, GK)

6. IMHS SEF/SIP and update on the Action Plan:

- a. Discussed under item 4.

7. ArtX: Ofsted briefing; SEF/SIP and update of the Action Plan:

- a. Discussed under item 4.

8. Safeguarding Update:

- a. SA advised that she had a videoconference meeting with LT and GK last week. The meeting discussed safeguarding updates across the trust and the structure of the Safeguarding team. SA said that an issue in both establishments is the lack of funding to support students with complex needs and this is often due to students arriving with undiagnosed needs.

AM advised that he had attended a meeting yesterday for the Headteachers of Special Schools in the borough, where Headteachers raised the issue of student's EHCPs not being regularly updated. Trustees noted that LBTH has 77 student referrals that require placements in Special school provisions.

LT said that following in-school assessments, some referrals have had to be turned down as the presenting needs of the student are not appropriate for IMHS. For example, ASD students who require one-to-one support to work in isolation or have noise sensitivity and must wear headphones. Some students have also been referred to IMHS with profound disabilities, which will need more of a therapeutic placement.

Trustees discussed the need for empathy to be shown to parents who are increasingly becoming more demanding, due to the frustration of early missed diagnosis of their children's needs and the lack of places in special schools to support their children.

Trustees noted that South Quays College, an AP in LBTH is to close and it is possible that the LA may refer some of the students to IMHS. Trustees suggested that AM should investigate the potential use of the SQC site as a Sixth form satellite for IMHS.

- b. GK said that ArtsX is also receiving an increasing number of SEN referrals that have been turned down, as the students very often do not have sufficient funding attached to meet their needs.

In response to questions, GK said that there is now more of a sense of euphoria from the staff towards the work and SEN direction of the college. There is a noticeable improvement in the atmosphere and dynamic of the college.

9. Policies & Documents:

- a. None.

Action 230126/03: The ArtsX and IMHS Curriculum Policy and the Teaching & Learning Policy to be brought to the next meeting. (JW, AM, GK)

10. Any other Business:

- a. In response to questions, AM said that an action plan is being prepared following a Pupil Voice survey carried out recently at IMHS to capture students' feelings around: bullying; feeling safe at school; and on their mental health and emotional wellbeing. The next planned Pupil Voice will look at students' feelings on their engagement with education.

GK said that the Pupil Voice exercise at ArtsX was more literal, in that as an arts College, it was decided to give students a voice through the college's functioning radio station and through "Zines", the college's 'underground' magazine. Students are regularly asked to express their views and ideas on different themes of the college.

- b. Forward Agenda

- Trust Education Plan

11. Date of the next meeting:

- 11 May 2023

12. Any Confidential Items:

None

The meeting closed at 17:15

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Chair Date

Decisions

Agreed: The Minutes of the meeting held on 27 January 2022 were confirmed as a true and accurate record.

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Actions carried over from previous meetings:

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Action 220127/02: A paper on the Social Curriculum to be brought to the next meeting. (AM)

Action 220127/05: The Policy Review Schedule to be brought to the next meeting. (JW)

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Actions from this meeting

Action 230126/01: A clear curriculum framework and scheme of work for both establishments to be brought to the next meeting. (JW, AM, GK)

Action 230126/02: The ArtsX and IMHS data dashboards to be an Agenda item for the next meeting. (JW, AM, GK)

Action 230126/03: The ArtsX and IMHS Curriculum Policy and the Teaching & Learning Policy to be brought to the next meeting. (JW, AM, GK)