

## CENTRAL LANCASTER HIGH SCHOOL ACADEMY IMPROVEMENT BOARD

Minutes of the meeting of the Academy Improvement Board held at the school on Tuesday 26 April 2022 at 3:45pm.

**Present:** Mr Phil Wood (Chair)  
Mr Matt Auger  
Dr Alexis Holden  
Mr Paul Jarvis  
Mrs Helen Madeley  
Mr Andrew McKinnell  
Mrs Anne Rickards

Mr John Cowper (Principal)

**Also present:** Mrs Fiona Graham (Clerk)  
Ms Natasha Bilsborough (Trainee School Business Manager – observer)  
Mrs Victoria Crossman (Assistant Principal - observer)

**Apologies:** There were no apologies all members of the Academy Improvement Board (AIB) were present.

### **ACTION**

#### **22.31 AIB Matters**

##### a) Membership

Paul Jarvis and Helen Madeley were welcomed to their first Central Lancaster High School Academy Improvement Board meeting.

##### b) DBS/Section 128 Checks

The DBS clearance details for the members of the AIB were up to date, but **Clerk** clearance would be required for Helen Madeley and Paul Jarvis.

##### c) Declaration of Business Interests

There were no business interests in relation to the agenda items.

#### **22.32 Safeguarding**

In order that Victoria Crossman could make a presentation and then leave the meeting, Members of the AIB agreed to alter the order of the agenda and make Safeguarding the first item for discussion.

Board members were referred to the following documents:

- The Bay Learning Trust School Safeguarding Report to Directors Spring Term 2022.
- Safeguarding checklist for the Trust.
- Actions from Safeguarding Audit.

Victoria Crossman explained a lot of changes had been put in place since January 2022. Victoria Crossman was the Designated Safeguarding Lead (DSL). Additional Deputy DSLs had been trained and identified. These included Mike Aldren, Attendance Officer and Matt Williams, Leader of Key Stage 4. Also, DSL training had been completed by the SENDCO and Designated Teacher of CLAC. Andrew McKinnell was the AIB safeguarding link.

Following the Safeguarding Audit, a clear structure of DSL training and a clear structure of the relevant roles had been put in place. Jamie Fox, Safeguarding Lead for Carnforth High School had provided support in updating the safeguarding reporting systems. The CPOMS triage system had been introduced and details had been shared with Heads of Year and all members of staff. Daily checks were carried out with monthly logs taken.

**An AIB Member asked** for clarity on CPOMS. Victoria Crossman replied it was Child Protection Online Management System. The software was used for monitoring Safeguarding, wellbeing and all pastoral issues. It was a central records system for all pupils and reports from Encompass could be added. Should a child move schools the CPOMS records could be accessed by the next school.

**An AIB Member enquired** if CPOMS was used by lots of schools. Victoria Crossman confirmed that CPOMS use was widespread and this included lots of primary schools.

Jamie Fox had helped to streamline the system so that active historic caseloads had been monitored and closed. **An AIB Member asked** about historic files that were pre CPOMS. Victoria Crossman explained these were kept along side CPOMS but the aim was to move on to just electronic files.

**An AIB Member sought clarity** on how the DSLs received CPOMS alerts. Victoria Crossman replied that the alerts were checked daily, a record was made of the alerts. There were Head of Year weekly meetings and daily debriefs took place so that everything was dealt with as soon as possible.

In response to the Safeguarding Checklist for the Trust all points had been addressed and were in place. **An AIB Member queried** the 'in progress' against 'Governors and other volunteers receive formal safeguarding update biennially'. The clerk confirmed formal safeguarding training had been carried out on 17 March and 28 March and so now the checklist could be updated.

**Victoria  
Crossman**

**An AIB Member enquired** if bullying was logged on CPOMS. Victoria Crossman confirmed that it was.

Victoria Crossman was thanked for her thorough report. She gave her apologies and left the meeting.

### **22.33 Minutes of the Previous Meeting and Matters Arising**

The minutes of the previous meeting held on 3 March 2022, having been circulated, were approved and signed by the chair as a correct record.

There were no matters arising from the minutes of the previous meeting.

### **22.34 School Improvement Plan (SIP)**

#### **Review of the updated homework Policy and implementation by the staff**

Matt Auger referred Members of the AIB to the Homework at CLHS Report for the AIB – April 2022.

Matt Auger explained that the homework statement of intent was being addressed but it was not quite in place. It had been recognised that homework needed to be set more regularly in most subjects. The analytics taken in the Class Charts would be used to track progress. The Pupil Voice had highlighted that homework was not being set regularly and it was an area that required further work.

Subject leader analysis of the homework set had been completed. Arrangements were in place for a meeting of the Heads of Departments on 9 May to look at the quality of homework that had been set and the regularity of homework.

**Members of the AIB agreed** that a shift in the attitude towards homework held by both pupils and parents was necessary. The new Year 7 cohort needed to start in September with a strong homework routine. **An AIB member suggested** that Year 7 and Year 10 should be targeted.

The Principal explained that behaviour for learning had been a key area of focus and a positive homework culture would follow. The homework set needed to be meaningful and beneficial piece of works. Support would be provided for those pupils, who did not complete their homework for a variety of reasons, including lack of understanding or IT issues, and not just an unwillingness to complete the homework set. **An AIB Member asked** if the focus on Year 7 and Year 10 would have a knock on effect for other year groups. Matt Auger replied that this was likely and would be welcomed. Also, it was recognised that there were pupils who regularly completed their homework and they would be praised through a reward system.

The discrepancies in homework set across the subjects would be raised and addressed at the Heads of Department meeting on 9 May. The target was for homework to be set consistently and completed consistently, then like for like comparisons could be achieved.

Matt Auger was thanked for his report on homework.

## **22.35 Curriculum Plan for the Academic Year 2022-2023**

Members of the AIB were referred to the data on the Curriculum Led Financial Planning (CLFP) 2021-2022 spreadsheet and the CLFP 2022-2023 spreadsheet.

The Principal explained that the data showed the proposed curriculum plan and staffing cost implications for 2022-2023. He asked AIB members to note the key changes from the data shown for 2021-2022. The proposed curriculum plan was designed to meet the needs of the pupils, rather than the needs or availability of the staffing profile.

The next item of discussion was deemed confidential and minuted as such.

The narrative to accompany the curriculum offer for 2022-2023 was shared with Members of the AIB. **AIB Members agreed** that the curriculum offer balanced time, curriculum and class sizes.

**An AIB member said** they were confident in the proposed curriculum plan and asked if any parent had made any complaints about their child's development. The Principal replied that no complaints had been received.

The Principal mentioned that there was an increased interest in French which was good for Ebac. Pupils taking Ebac subjects had risen from 4% to nearly 20%. The curriculum had been designed to balance the needs of the whole school so it was academically rich, but still accessible to everyone with additional courses such as construction and hair and beauty courses on offer through the local college.

The next item of discussion was deemed confidential and minuted as such.

John Cowper thanked Mark Hilton for his support, with upskilling Warren Middleton, and ensuring there was flexibility in all departments. John Cowper continued that he was confident the significant deficit could be addressed.

**Members of the AIB thanked** John Cowper and his team for all their hard work **and approved** the Curriculum Offer for 2022-2023.

## **22.36 Action Plan following Staff Wellbeing Survey**

Members of the AIB were referred to the document Staff Wellbeing Survey Action Plan – Summer Term 2022

An inhouse wellbeing survey had taken place in October 2021 and a Trust wide survey had been carried out in February 2022.

The feedback showed two main areas of concern. A lack of opportunity for consultation on decisions and professional development opportunities. The details on how these two areas of concern would be addressed were included in the action plan.

Pinch points had been addressed;

- The on call system had been changed so the response was quicker.
- Matt Auger had done considerable work to promote pedagogy and provide sign posting of strategies to improve classroom practice.
- Trust schools support had been put in place within geography and MFL for respective Heads of Department.

### **22.37 Unavoidable School Closures**

The Principal confirmed there had been no unavoidable school closures since the last meeting.

### **22.38 Educational Visits**

There were no further details of recent visits or visits pending. These had been shared at the last AIB meeting held on 3 March 2022.

Victoria Crossman was confirmed as the trained Educational Visits Co-ordinator (EVC). Three additional members of staff had been identified to complete the EVC training.

### **22.39 Self Evaluation Summary (SES)**

The updated Summary Self-Evaluation Form for Central Lancaster High School was distributed to Board Members at the meeting. This had been compiled with the assistance of Mark Williams and with external scrutiny in mind. The new School Improvement Partner was Phill Walmsley, who was an ex-Headteacher and an Ofsted Inspector. He had also helped with compiling the Self Evaluation Summary.

The document included the following details:

- Overall effectiveness: Emerging
- Quality of Education: Emerging
- Personal Development: Strong
- Behaviour and Attitudes:
- Leadership and Management: Solid

**An AIB Member asked** if the Principal could highlight the strengths and weaknesses of the curriculum.

The Principal replied that the intent, implementation and impact was particularly strong in maths and history. He expressed thanks to Matt Auger and to the Head of the History Department at Carnforth High School for their support to ensure the history curriculum was well sequenced, designed and resourced.

Rhea Price and Rebecca Holmes were excellent and committed maths teachers. Rhea Price had collaborated with Carnforth High School and

Morecambe Bay Academy to establish a strong intent rational. Phill Walmsley had provided support for classroom behaviour for learning in maths.

The next item of discussion was deemed confidential and minuted as such.

Computing was quite strong with further work to be done in Key Stage 3. The Head of the English department, Michelle Heyes had rewritten the curriculum design and coverage. Full texts were now used, Pupil Voice had identified that pupils found English hard but were able to say what they had learned. The English Department had experienced the most change.

The science curriculum was developing, the offer for Year 7 and Year 8 was now well sequenced. The Year 9 had an abridged curriculum offer. Intent and planning were developing but the department had had long term supply issues.

Although small, Business, Performing Arts and Travel and Tourism were all strong departments.

**Members of the AIB were very grateful** to receive the updated School Self Evaluation Form. They welcomed the consolidation of the School Improvement Plan with the emphasis on the curriculum and Continued Professional Development (CPD). They agreed, it was clear the curriculum mapping and overview would be fully implemented by September 2022.

**Members of the AIB agreed** that they would review the School Self Evaluation Form and they would raise questions at the next AIB meeting to be held on 14 June 2022.

**Clerk  
Members of  
the AIB**

**A Member of the AIB enquired** about the procedure for an Ofsted Inspection.

It was explained that a phone call would be received by the school, from the Ofsted Inspector and the inspection would take place the following day. As the school had been judged as good at the last Ofsted Inspection in 2017, a section 8 inspection would be carried out. No graded judgements on a section 8 inspection of a good or outstanding school would be provided unless the Inspector found some evidence that the school was now better than it was or that standards had declined. If this was the case a full inspection with graded judgements would be carried out and this would be a section 5 inspection. Usually this would be within 1 to 2 years of the date of the section 8 inspection, but if there were serious concerns about the school, for example in relation to safeguarding, then the section 8 inspection would be deemed a section 5 inspection immediately.

Mr Cowper explained that the school could choose which areas to showcase. He said history and maths would be selected as strong areas, with English as a developing area. Also, he said he had confidence in science and computing. As there was formal support in MFL and geography these areas would not be scrutinised by the Ofsted inspector.

In the last inspection attendance figures were noted to be below the national average and so it was likely the inspector would seek assurances that this had been addressed. Generally, the behaviour for learning and engagement in learning in school was good.

**An AIB member asked** about validated data. John Cowper explained that the last validated data was 2019, but the school had become an academy that year. Effectively this made the school a new school and an inspection must take place within three years of the opening of a new school. This meant that an inspection would take place any time before October 2022.

**An AIB member enquired** about the journey in reading. John Cowper replied that he was proud of the strategy that was in place. The Fresh Start Phonics programme had been launched, and assessment would be carried out on the impact. He continued that there was a good school improvement programme in place and a well planned journey to demonstrate everything that was being done to realistically drive the school forward.

#### **22.40 Update from Anne Rickards on Virtual Schools enquiry**

This item of discussion was deemed confidential and minuted as such.

#### **22.41 Risk Register**

Prior to the meeting the Lockdown Policy and the Snow and Ice Policy had been circulated to the members of the AIB.

Natasha Richardson explained that the Lockdown Policy had had a small amendment. The sound of the alarm would be one long ring rather than five short rings.

**Members of the AIB approved** the Lockdown Policy.

**Members of the AIB approved** the Snow and Ice Policy.

Natasha Richardson said that the Business Continuity Plan for Disaster Recovery in the event of a Critical Incident had been updated on pages 57 and 58. She said she would send the plan electronically to all members of the AIB. Members of the AIB were asked to read the plan in depth and return any comments by Tuesday 3 May 2022.

**Natasha  
Richardson  
All AIB  
members**

**An AIB member enquired** about the construction of the Business Continuity Plan. Natasha Richardson replied that the company, Health and Safety Compliance drafted a template which was used by the school. Health and Safety Compliance were reputedly north west experts. The template was adapted so that it was appropriate to the school building.

## **22.42 Finance Compliance**

### **In Year Monthly accounts**

Natasha Richardson referred AIB members to the March 2022 monthly financial reporting template and her financial report for the AIB.

The school was now expected to end the year at £-182,088. The in-year deficit was £-67,543 which was a £25k improvement against the original budgeted deficit of £-98,766.

Income and Expenditure were details in the reports.

The next item of discussion was deemed confidential and minuted as such.

**An AIB member queried** the method used for the supply insurance. Natasha Richardson explained that supply insurance was in place for teachers after they had been absent for 10 days. There was no insurance for Teaching Assistants. **The AIB member suggested** that by closely analysing the supply requirements over the last three to five years it may be found that it would be more cost effective to self-insure. The 10 days absence insurance was only cost effective for long term sickness. Natasha Richardson thanked the AIB member for their suggestion.

### **Report on outsourcing catering**

Natasha Richardson explained that the Environmental Health Officer had made an unexpected visit and the school had been re-issued with a food hygiene rating of 5.

Out sourcing the catering had been investigated and further information was required before an informed decision could be made.

The recruitment advert for a catering manager closed on 22 April. Kamil Root, an experienced Supply Catering Manager had been appointed for two weeks from 19 April. After that Helen Anderson would be the Supply Catering Manager. She was also experienced in the role.

## **22.43 AIB Training**

The clerk confirmed that virtual Safeguarding Training had been put in place across all Local Governing Bodies and Academy Improvement Boards across the Trust. This had been held on 17 March and 28 March. Going forward further Safeguarding Training would be arranged on a bi yearly basis. **clerk**

## **22.44 Future role of the AIB**

**The chair of the AIB explained** that it would be appropriate to put into place a timeline for the move from an Academy Improvement Board to a Local Governing Body together with relevant sub-committees. Members of the AIB agreed that this would be the correct way forward to support the school.

The clerk mentioned that a number of Pupil Discipline Committee meetings had been held and in some instances it had not been possible to find members of the AIB to join the committee. It had been necessary to ask members of Local Governing Bodies from other Trust schools, to join the committee. **AIB members approved** that this was the appropriate course of action given the timelines required for Pupil Discipline Committee meetings.

**22.45 Any Other Business**

There was no further business.

**22.46 Confidentiality**

The committee confirmed that all matters discussed at the AIB meetings were confidential.

It was agreed that parts of item numbers 22.35, 22.39, 22.40 and 22.42 were deemed to be of a confidential nature and were minuted as such.

**22.47 Date and Time of Next Meeting**

The date of the next meeting was confirmed as Tuesday 14 June 2022 at 3:45pm.

The chair thanked everyone for their attendance and input and closed the meeting at 6:00pm.

**CENTRAL LANCASTER HIGH SCHOOL ACADEMY IMPROVEMENT BOARD**

**CONFIDENTIAL ITEMS**

Minutes of the meeting of the Academy Improvement Board held at the school on Tuesday 26 April 2022 at 3:45pm.

<b>22.35</b>	<b>Curriculum Plan for the Academic Year 2022-2023</b>	
	<p>It was recognised that there was overstaffing in English, maths and performing arts. The option of voluntary redundancy was considered in these target areas. Fortunately, an alternative way in which to reduce the overstaffing was presented. A teacher in the English department came forward to state that they would be leaving the teaching profession to pursue a career in the police force. A dance teacher who had been teaching dance as .5 of their contact and the rest of their contact as a TA2, agreed to move across to work as a TA2 for the whole of their contract.</p>	
	<p>During this academic year the following staff had left the school and not been replaced;</p>	
	<ul style="list-style-type: none"> <li>• David Chapman – Assistant Vice Principal</li> <li>• Lee Mackie – Behaviour Manager</li> <li>• Mark Wiggins – PE and PSHE teacher</li> <li>• Tamsin Bale – Head of RE</li> </ul>	
	<p>The English teacher mentioned earlier would leave at May half term and cover would be required for six weeks.</p>	
	<p>The changes to staffing amounted to £315,000 in savings, although at this stage the supply costs would increase. Also, it was possible that it would be necessary to recruit another science teacher.</p>	
	<p>Further possible changes included;</p>	
	<ul style="list-style-type: none"> <li>• The move towards none teaching Head of Years and consultation on TLRs.</li> <li>• Rachel Carr picking up PSHE and being Head of RE.</li> <li>• Amy Sharples working as an HLTA, but being a qualified art teacher and expressing an interest to do more teaching.</li> </ul>	
	<p>Taking into account all the changes and assumptions John Cowper projected that there would be an in year surplus by Year Three of the budget forecast. The increases in the energy costs and supply costs would not impact on the curriculum offer.</p>	

<b>22.39</b>	<b>Self Evaluation Summer (SES)</b>	
	Support was in place for maths teacher, Andy Moore, for maths and PE teacher, Gavin Clark and for geography teacher, Nathan Moorby.	
	The MFL department had been identified as weak, the curriculum in Key Stage 4 was being rationalised through a review of the curriculum and support from the MFL department at Ripley St Thomas CoE Academy. Pupil Voice had identified that pupils did not enjoy French in school and did not engage due to the design of the curriculum. 90% of pupils did not continue with MFL after Year 9. Support was in place for MFL teacher Estelle Morel.	
<b>22.40</b>	<b>Update from Anne Rickards on Virtual Schools enquiry</b>	
	Anne Rickards explained that there were seven pupils on role with Virtual Schools. Four of those pupils were attending Alternative Provision so they were not in school. Some had moved out of the area and one was receiving 1:1 home tutoring through Virtual Schools. Two of the pupils were in Year 11, one in Year 10 and one in Year 9.	
	<b>An AIB member enquired</b> if there was regular contact with the pupils and the Alternative Provision. Anne Rickards confirmed that there was lots of liaison with Cheshire West, Cumbria and Bradford where the pupils were attending Alternative Provision.	
	One pupil attending Alternative Provision had been relocated to Cheshire and they would be visited by Victoria Crossman. Another of the pupils was attending South Lakes Academy and they would be visited later in the week.	
	The third pupil had been partly at Hawthorns School, Manchester and then in Bradford. They had been moved out of the Lancaster area due to safeguarding. The school had raised concerns with the legal team because the accommodation the pupil had been moved to was supposed to be secure, but was a guesthouse. This was being followed up by the school.	<b>John Cowper</b>
	The fourth pupil was attending Alternative Provision four days a week and had a weekly Child and Adolescent Mental Health Services (CAMHS) visit. The pupil had an Educational and Health Care Plan (EHCP). It was likely this pupil would be removed from the school roll in September 2022.	
<b>22.42</b>	<b>Finance Compliance</b>	
	<b>An AIB member queried</b> the income of £38k HMRC repayment by J Sowerby. Natasha Richardson replied that this was a historic fraud case and unexpectedly the entire amount, that had been fraudulently taken from the school, had been repaid in one sum.	