

2. Main Body of the Report

- 2.1 Inspectors identified a number of key issues for action in relation to the need to improve the quality of teaching in Key Stage 3, literacy across the curriculum, the behaviour of some pupils, levels of attendance and senior management monitoring arrangements. Weaknesses in the overall leadership capacity of the school was identified as an important contributory factor.
- 2.2 The process of supporting the school has begun and a number of actions have been taken. These include:

In relation to the governing body:

- A preparatory meeting with the Chair of Governors (8 June) attended by 3 senior (Community Inspection and Advisory Service) CIAS inspectors
- An emergency meeting of Governing Body convened (15 June). 3 senior CIAS inspectors in attendance, to brief governors and begin the process of writing an Action Plan;
- The creation of a small governors' sub-group convened to oversee the writing of the action plan – (first meeting 29 June). The CIAS is represented on this sub-group;
- A special staff meeting was convened (June 29) to enable governors to brief staff about the implications of the Special Measures ruling and their role in bringing about improvements. A CIAS Principal Inspector gave the keynote address to this briefing;
- Attendance at an OFSTED seminar on special measures action planning – (July 12). A CIAS representative attended with the Chair of Governors and a representative senior manager;
- In addition the Director is taking steps to appoint additional governors to strengthen the Governing Body.

In relation to the senior management of the school:

- The Headteacher has resigned.
- The Headteacher of Robert Clack School (Paul Grant) has agreed, from 31st July 2004, to work in direct support of Warren bringing with him an excellent track record in school improvement.
- Bernadette Lloyd, currently Deputy Head at Warren, has been appointed acting Headteacher as from August 1st 2004.
- The post of Headteacher will be advertised in September 2004.
- A designated School Improvement Adviser (SIA) has been allocated to the school. The SIA has attended three School Leadership Team Meetings (SMT) meetings to date and held several additional meetings with Chair of Governors and headteacher;
- SIA will be a key member of all future SMT planning and monitoring activities.
- SIA has helped SMT to plan a 2 day middle managers' conference – July 2/3 to train middle managers for their role in implementing the action plan.

In relation to future support plans:

- The Director has spoken to staff and has underlined his commitment to strengthening leadership and management to enhance the school's capacity to improve;
- An additional Warren staff training day is planned for September prior to the start of term – 20 newly appointed staff to be inducted;
- A CIAS/DEAL Support and Monitoring Group has been established (including input from Human Resources and Finance.);
- An LEA Commentary and Statement of Action will be written and will accompany the school's action plan when it is presented to OFSTED;
- In mid-September the CIAS will carry out a cross-departmental review against each of the school's key issues for action to establish a baseline for future monitoring activities;

3. Consultations / financial and other implications

- 3.1 The Director has consulted with OFSTED and with DfES advisers over plans to strengthen the leadership of the school.
- 3.2 Additional LEA support for the school will be provided from within the existing resources of the CIAS and the other LEA services and will include allocations from Standards Fund and Transitional Support Grant funding where appropriate.
- 3.3 The quality of the school building is being improved through a £2.7m project within the capital programme which will provide a new teaching block and toilets (which were specifically criticised in the OFSTED report) and improvements to a number of existing facilities.

4. Conclusion

- 4.1 Although two years is technically the timescale suggested for coming out of Special Measures, the LEA intends to work with the school to set a target date of around 15-18 months. The view of the Director, supported by OFSTED is that this is entirely feasible.

Background papers (used in preparation of the report)

- Inspection report – The Warren Comprehensive School