

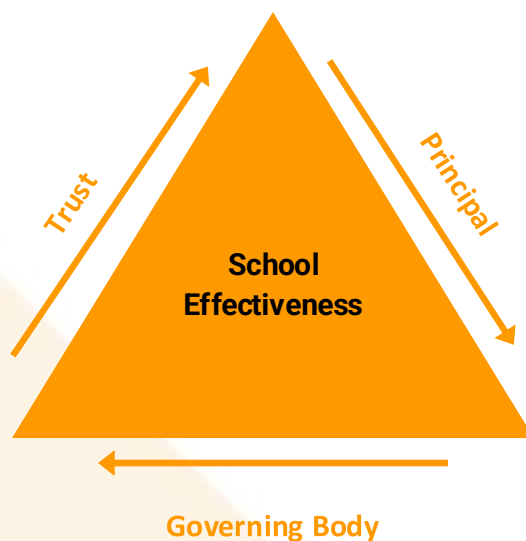
Springwell Leeds Information Pack



Introduction

We encourage an 80:20 approach to governance: 80% of time and focus on the business of performance and forward planning, 20% on the rest.

Local governance plays a key role in the assurance process: independent local “eyes on” and support for the leadership of the school.



Academy effectiveness is the result of the three-way partnership between the Trust, the Principal and the Governing Body.

The aim of this termly pack is to enable and empower good governance and encourage ‘support and challenge’, supporting governing bodies in effectively fulfilling their role & responsibilities.

Contents Page

Section	Page Number
Academy Contextual Information	4
Academy Development Plan Priorities	5
Academy Safeguarding	5
Education and Standards	6
People	8
Finance	12
Estates & Procurement	14
Information Services	16
IT	16
Governance	17
Risk Register	20
Finance Narrative	Appendix A

Please note, unless specified all information contained within this pack is in relation to the Autumn term (2021/22).

Academy Contextual Information

Academy	Springwell Leeds Academy	Last Ofsted Rating	Good, June 2019
Joined Trust	September 2016	Ofsted Window	June 2022
URN	142630	Latest SEF	Good, October 2021
(Exec) Principal	Scott Jacques	Latest WAF	October 2021
Chair	Ken Morton	Last Peer Review	January 2020
Scheme of Delegation	2	Number of Staff	212

OFSTED Judgement June 2019

Overall Effectiveness	Good
Effectiveness of Leadership and Management	Good
Quality of Teaching, Learning and Assessment	Good

Personal Development, Behaviour, and Welfare	Good
Outcomes for Pupils	Good
Early Years Provision	N/A

Academy Context	Benchmark	Count	%	Variance
Total Pupils on Roll	92.4	313	100%	220.6
New Starters in Year (Total)	11.5%	22	7%	-4.4
Leavers in Year	3.9%	48	15.3%	11.4
Pupils with a EHC Plan or SEN statement	98.3%	265	84.7%	-13.6%
Pupils receiving SEN support	1.6%	313	100%	98.4%
Boys on Roll	72.2%	273	87%	15%
Girls on Roll	27.8%	39	12%	-15.3%
Pupils English Additional Language	14.2%	4	1.3%	-12.9%
Pupil Premium	N/A	249	79.6%	N/A
Looked After Children	N/A	36	11.5%	N/A
Pupils with Child Protection Plans	N/A	4	N/A	N/A
School Deprivation Indicator	0.2	0.4	N/A	0.2

Academy Development Plan Priorities

1

Further improve Teaching & Learning by continuing to develop an expert workforce.

2

Developing a bespoke curriculum that matches the needs of all pupils.

3

Refine the effectiveness of school behaviour systems to reduce further incidents of unwanted behaviour.

4

Develop the supervision of Safeguarding.

5

Improve Attendance across the Academy.

6

Continue to promote Equality and Diversity by embedding policy and practice.

7

Further develop the therapeutic offer to ensure pupils needs are met more effectively.

Academy Safeguarding Areas for Development

No areas for development were identified in the last Safeguarding Audit.

Education and Standards

Assurance from the Trust:

Education and Standards	Term 2 (20/21)	Term 3 (20/21)	Term 1 (21/22)
Quality of Education			
Behaviour & Attitudes			
Personal Development			
Leadership & Management			
Early Years Education	N/A	N/A	N/A
The Sixth Form	N/A	N/A	N/A

Key:	Intervention	Action & Attention	Assured	Highly Assured
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The Trust Standards Framework is co-authored with our System Leaders. Assurance is based on the agreed parameters for each measure, using benchmarking information (Trust and National standards).

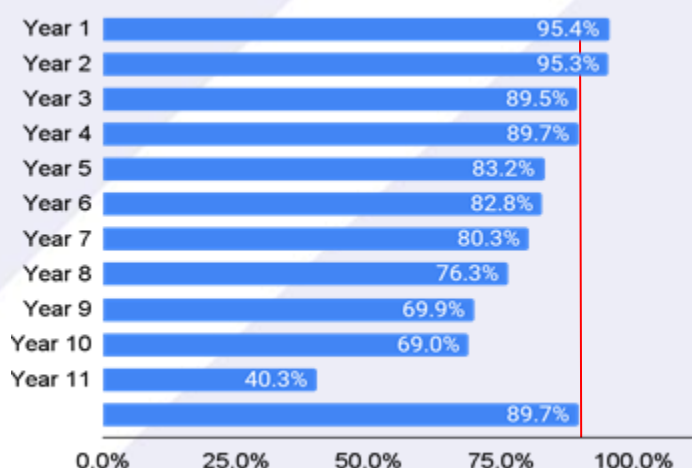
Standards Descriptor	Benchmark SEMH	Term 2 (20/21)	Term 3 (20/21)	Term 1 (21/22)
Careers Education Information Advice & Guidance CEIAG	2	2	2	
Attendance (Overall)	89.70%	63.5%	77.6%	
Persistent Absence	30.10%	86.2%	54%	
Statutory Authorised	8.20%	23.1%	11.9%	
Statutory Unauthorised	2.10%	8.60%	10.5%	
Permanent Exclusions	0	0	0	
Fixed Term Exclusions	15.74%	0.00%	0.00%	
Reduced Provision	2	2	56	

To view the Trust Standards Framework [click here](#).

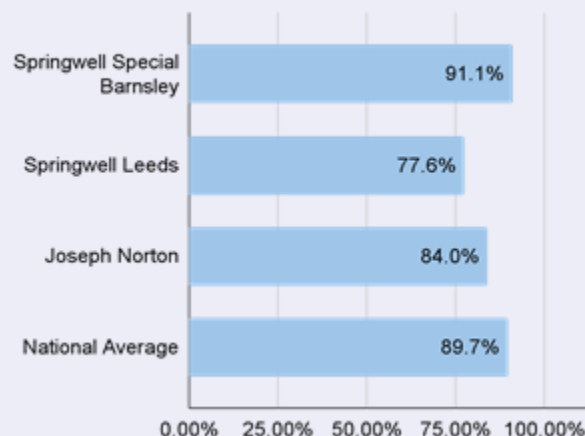
Attendance

The red line represents the national average attendance rate of 89.7%

% Attendance Per Year Group



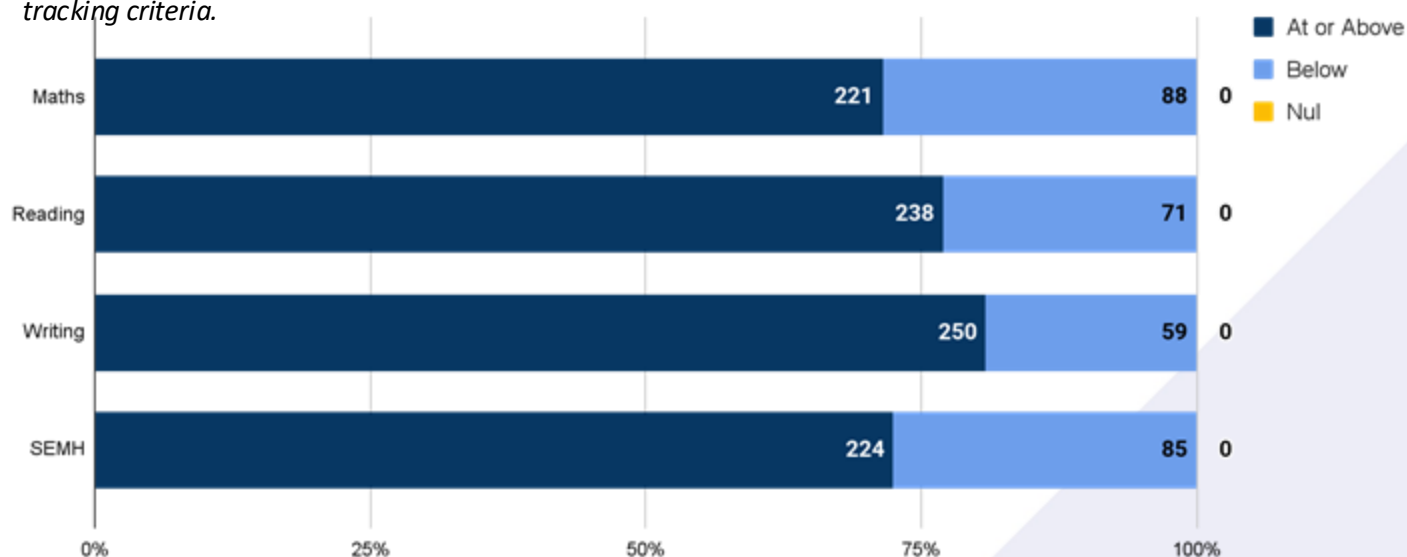
Attendance in Wellspring SEMH Academies



Pupil Progress Dashboard

Performance based on teacher assessment (number of pupils).

**The SEMH category relates to the assessment of pupils' progress towards EHCP targets or their progress against SEMH tracking criteria.*



Latest Annual Results

The benchmark for SEMH academies is based on an averages of previous Trust SEMH data due to the limited amount of data available for the sector.

Key Stage	Standards Descriptor	Benchmark SEMH	18/19	19/20	20/21
KS4	% Achieving a Strong Pass (5+) in English & Maths GCSE	0.0%	0%	2%	7%
KS4	% Achieving a Standard Pass (4+) in English & Maths GCSE	0.0%	0%	13%	20%
KS4	% Of Pupils with at least 1 qualification	97%	88%	83%	98%
KS4	% Achieving English Language GCSE Pass (Any grade)	75.33%	50%	70%	76%
KS4	% Achieving English Any Qual Pass (Any grade)	90.33%	71%	74%	85%
KS4	% Achieving KS4 Maths GCSE Pass (Any grade)	71.67%	60%	77%	65%
KS4	% Achieving KS4 Maths Any Qual Pass (Any grade)	97%	69%	87%	98%
KS4	% Pupil Destinations actually staying in Education/Employment	93.03%	62%	N/A	N/A

People

Assurance from the Trust:

Human Resources	Term 2 (20/21)	Term 3 (20/21)	Term 1 (21/21)
Safer Recruitment Practice			
Staff Sickness Absence Levels			
Disciplinary, Grievance and Capability			
Retention			
Vacancies			

Key:	Intervention	Action & Attention	Assured	Highly Assured
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Single Central Record Compliance

- Fully compliant.

Formal HR Proceedings

Case Type	Currently Open Casework	Term 3 20/21 Opened	Term 2 20/21 Opened	Term 3 20/21 Opened
Sickness Absence	10	6	17	26
Disciplinary	1	6	1	1
Grievance	0	0	0	3
Performance/Capability	0	0	0	2
Redundancy Compulsory	0	0	0	0
Redundancy Voluntary	0	0	0	0
TUPE	0	0	0	0
Totals	11	12	18	32
No of Formal Hearings	0	0	0	1
No of Settlement Agreements	0	0	0	0
Cost of Settlement Agreements	£0.00	£0.00	£0.00	£0.00

Turnover of people

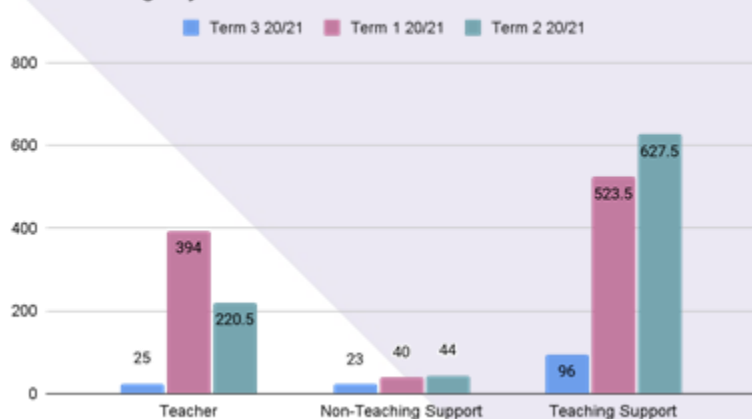
	Term 2 (20/21)	Term 3 (20/21)	Term 1 (21/22)
% turnover	6.9	9.4	

Sickness Absences

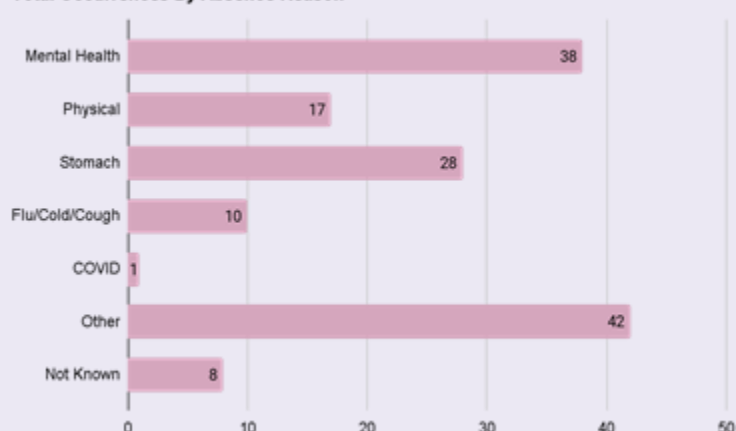
The total working days lost due to sickness absence is **144**

Total number of occurrences **144**

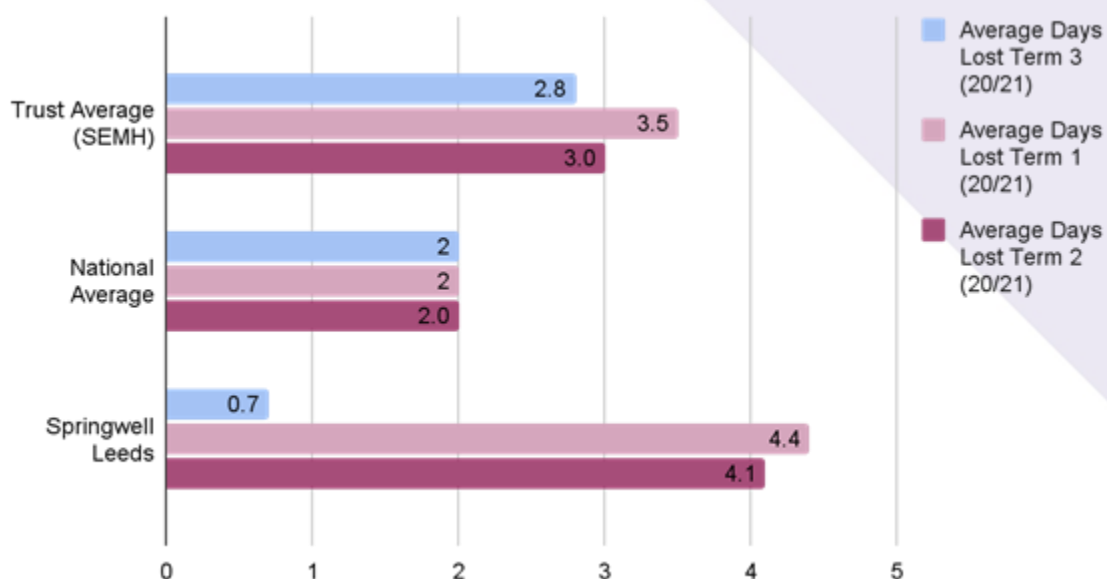
Total Working Days Lost due to Absence



Total Occurrences By Absence Reason

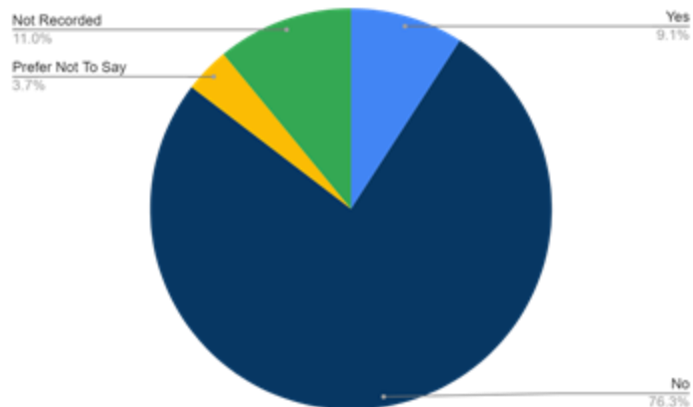


Sickness Absences Benchmarking

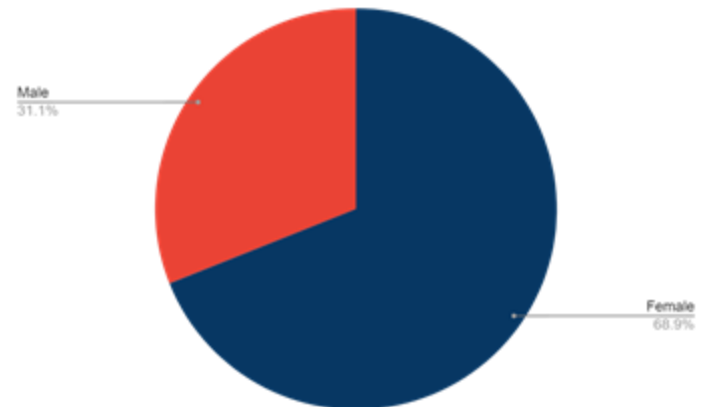


Profile of People - Reviewed August 2020

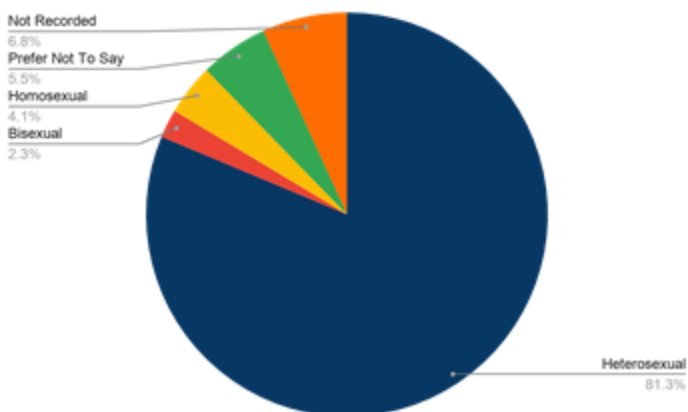
Disability



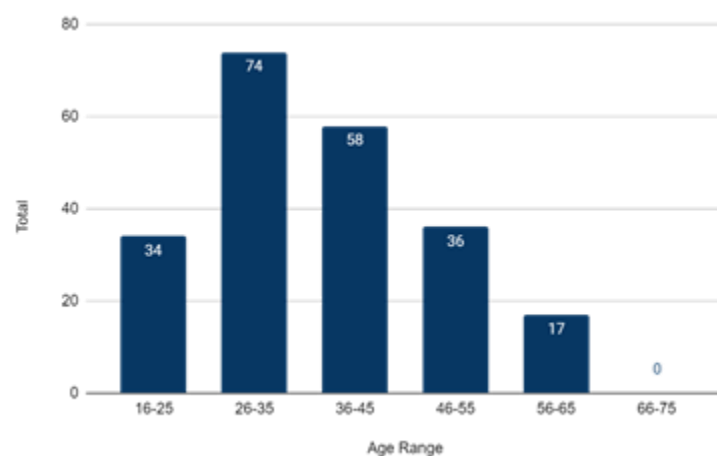
Gender



Sexual Orientation



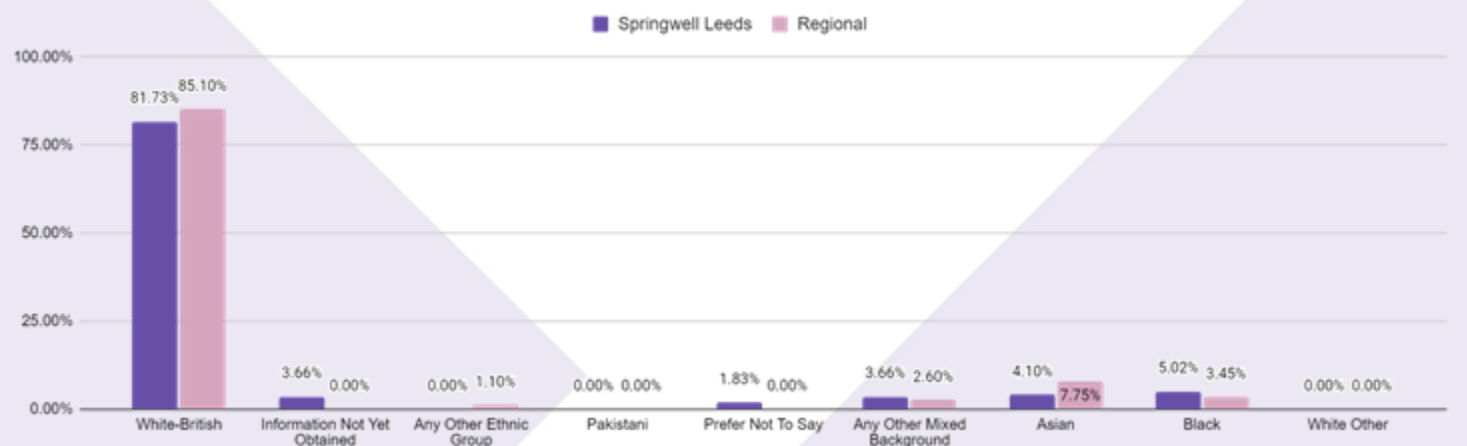
Age Profile



Ethnic Groups - Local Comparator

The data measures the ethnic diversity of Springwell Leeds Academy against the Leeds region.

Data source - [ONS](#).



Staff Wellbeing Survey

Response rate 2021: **70.64%**

19	20	21	Culture
74%	65%	71%	Valued/appreciated
77%	65%	75%	Environment of openness and honesty
81%	58%	70%	My school cares about my wellbeing
87%	68%	80%	Behaviour consistent with Trust's vision and values
93%	72%	79%	Supportive of equal opportunities

19	20	21	Leadership
81%	65%	79%	I receive good support from leadership
70%	45%	56%	Leaders consult with staff when introducing change
67%	69%	71%	Leaders let me know what I am doing well and how I need to improve
77%	57%	68%	I am able to feedback my views and feel they are valued
87%	61%	75%	Leaders provide clear direction and credible leadership

19	20	21	Development
97%	80%	89%	I enjoy the type of work I do
100%	92%	93%	I know where to go for knowledge, resources, expertise and information
83%	82%	82%	The training I receive helps me in my work
70%	68%	66%	There are opportunities here for me to progress my career
93%	84%	82%	I am clear about my responsibilities as part of my appraisal/performance review

19	20	21	Communications
N/A	72%	85%	Informed what is happening across the Trust
N/A	75%	57%	I read the newsletter
N/A	37%	41%	Accessed the Wellbeing Section on ConnectED

19	20	21	Mental Health
97%	72%	86%	When things go wrong, I feel I am able to cope
81%	80%	86%	I know where to get support for my mental health if needed
100%	88%	91%	I have someone I can turn to in times of need
67%	69%	71%	I feel I have opportunity of supervision to support my emotional and mental wellbeing

19	20	21	Physical Health
60%	66%	67%	* I have had difficulty sleeping (either getting to sleep or staying asleep)
84%	69%	80%	My school provides suitable adjustments for people with physical/mental illnesses/disabilities
86%	63%	87%	My school is supportive of staff organising physical activities

19	20	21	Environment
81%	70%	83%	Manage work/home-life balance
80%	68%	77%	Learning environment is fit for purpose
97%	74%	82%	Atmosphere of team cooperation

19	20	21	Policy			
80%	67%	89%	I know who the Wellbeing Champion is at my school			
42%	45%	59%	I am aware of and know where to access the Trust's Wellbeing Charter			
85%	83%	88%	My school has a Wellbeing Policy			
N/A	46%	61%	Our Wellbeing Policy has a			
		Intervention	Attention/Action	Assured	Highly Assured	
All measures apart from*		0-25%	26-50%	51-75%	76-100%	
*Physical Health Only		76-100%	51-75%	26-50%	0-25%	

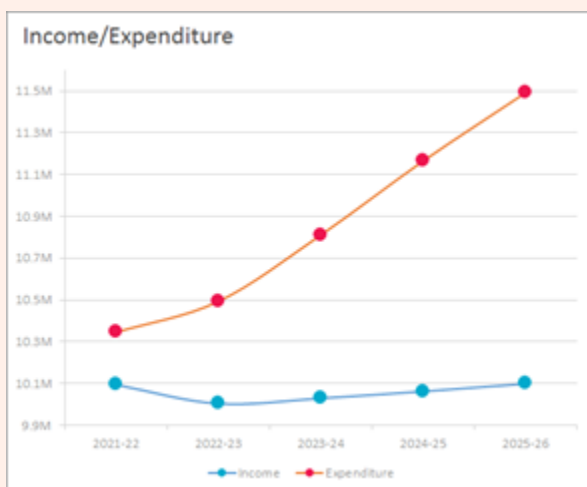
Finance

Assurance from the Trust:

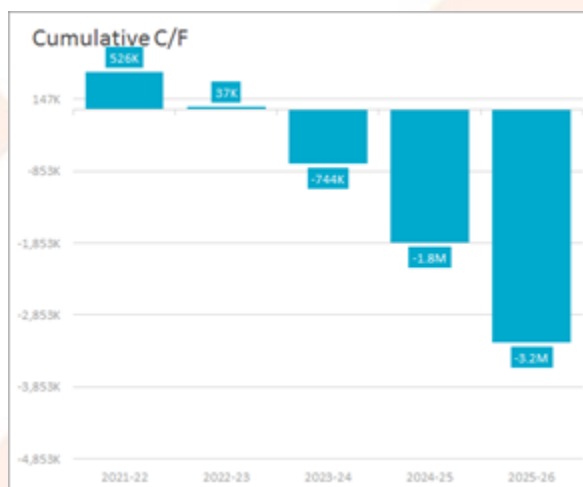
Financial Management	Term 2 (20/21)	Term 3 (20/21)	Term 1 (21/22)
Financial Management			
Financial Planning			
Financial Monitoring			
Financial Processing and Controls			
Value for Money			
Asset Strategy			
Payroll			
Insurance			

Key:	Intervention	Action & Attention	Assured	Highly Assured
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Income / Expenditure



Cumulative Revenue / Carry Forward



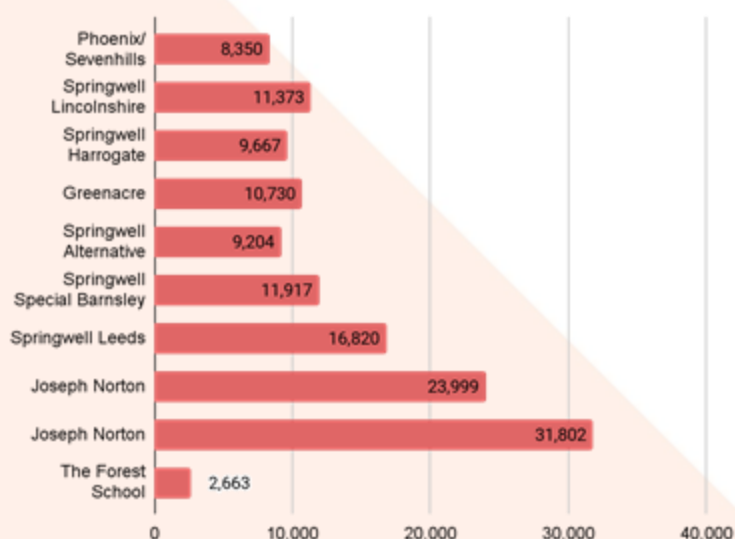
Forecast Balances	2021-22	2022-23	2023-24	2024-25	2025-26
In Year Surplus / (Deficit)	(250,062)	(489,826)	(780,865)	(1,100,948)	(1,390,280)
Surplus / (Deficit) Brought Forward	776,505	526,443	36,617	(744,248)	(1,845,196)
Cumulative Surplus / (Deficit) Carried Forward	526,443	36,617	(744,248)	(1,845,196)	(3,235,476)
Target Reserves (8% GAG plus top up)	729,504	729,504	729,504	729,504	729,504
Difference over/(under) target level	(203,061)	(692,887)	(1,473,752)	(2,574,700)	(3,964,980)

Spend Analysis

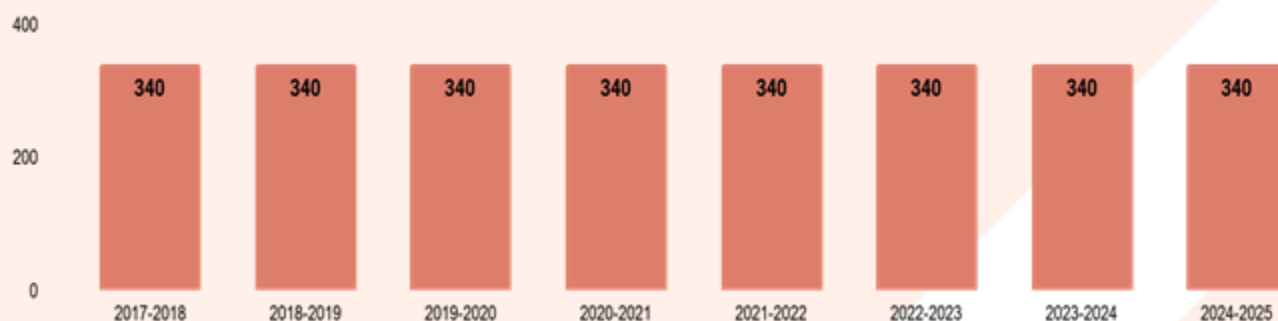
Actual Spend Analysis



Top-Up Fund Comparison (SEMH Academies)



Historical and Forecasted Pupil Numbers



	2021 - 22	2022 - 23	2023 - 24	2024-25	2025-26
Total Staff Costs (£)	7,899,698	8,112,448	8,383,984	8,694,036	8,974,653
Total Staff Costs as Proportion of Total Expense (%)	76%	77%	78%	78%	78%
FTE Teaching Staff	64.4	63.6	63.6	63.6	63.6
FTE Support Staff	125.8	123.3	123.4	123.2	122.5
Total FTE	190.2	186.9	187	186.8	186.1
Total Pupil Numbers by Lagged Pupil Numbers	340	340	340	340	340
Pupil Teacher Ratio as per Lagged Pupil Numbers	5.28	5.35	5.35	5.35	5.35
Average Teacher Cost (£)	65,202	68,778	71,506	74,288	76,968
Proportion of budget spent on the Leadership Team (%)	14%	15%	15%	16%	16%
Spend per Pupil for Non-Pay Expenditure Lines (£)	7195	7003	7137	7265	7399

Estates & Procurement

Assurance from the Trust:

Estates & Procurement	Term 1 (20/21)	Term 2 (20/21)	Term 3 (20/21)
Statutory Compliance – Health & Safety			
Statutory Compliance – Estate			
Estate Management			
Asset Strategy			
Procurement Practice			
Performance / Quality of Catering and Cleaning			

Key:	Intervention	Action & Attention	Assured	Highly Assured
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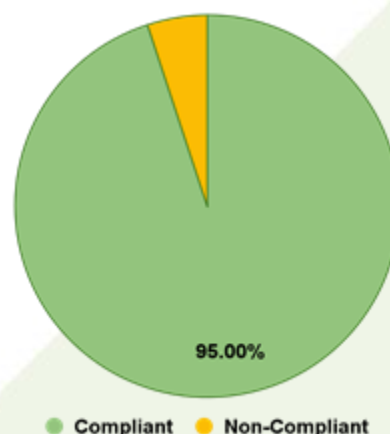
Compliance

Health and Safety statutory compliance checks for buildings.

Details of non-compliant Areas

- Air Conditioning extraction - 10 weekly
- Fire doors, surge - booked in Sept/Oct 21

Delay due to contractor availability.



Safety

	Term 2(20/21)	Term 3(20/21)	Term 1(21/22)
Number of Incidents	13	29	
Number of Accidents	3	8	
Number of RIDDOR	0	1	

Capital 5 Year Plan

Unfortunately has not been completed yet due to Covid.

	Budget 20/21	Actual 20/21	Budget 21/22	Budget 22/23	Budget 23/24	Budget 24/25
Total:						
Academy:						
Trust:						
Comments:						

Projects

	Project	Completion Date
1	North - Playground Lining	Feb 21
2	All sites - Door Framework	April 21
3	All sites - Landscape Architect - Outdoor Space Enhancements	cancelled
4	All sites - Flooring work	May 21
5	All Sites - Food tech solution	
6	All Sites - Localised cooling system (drinking water)	Oct 21
7	South - Climbing boulder & primary outdoor space	Aug 21
8	South - Sports Hall Corridor protection	Aug 21
9	East - Family room refurb	May 21
10	East - Bike Shelters	
11	East - Sports Hall Doors	
12	East - Fencing solution for car park and sprinkler unit	
13	North - External space in primary Zen garden improvement	
14	North - H&S Anti Climb Solutions	
15	North - Zebra Crossing at the front of the School	May 21
16	Ventilation extractor in pod area	

Service Monitoring

Under Development - will be featured in future packs

Trust Procurement Schedule

Term 2 (20/21)	Term 3 (20/21)	Term 1 (21/22)
Catering – Sodexo contract reviewed and extension agreed until 31/08/2023	Catering – Sodexo contract continues, with additional sites joining, where possible	Catering – Sodexo contract continues, with additional sites joining, where possible
ICT support tender – Stage 1 complete. Stage 2 underway	ICT support tender – Contract award expected early/mid-June	ICT support tender – 1 st September, contract commencement via direct award to Primary ICT. Trust will re-release tender in early 2022.
Eastern Region Cleaning tender – Final Stages/Contract Award	Eastern Region Cleaning tender – Contract commencement	Staff absence insurance tender – In place
ICT hardware tender – Engagement & development of specification/requirements	ICT hardware tender – Order placed and received	Teacher Supply Agencies – Discounted fixed rates in place
Furniture tender – Engagement & development of specification/requirements	Furniture tender – Order placed and received	Grounds maintenance Western Region – Contract review (Nurture)
Staff Absence Insurance Tender – Engagement, review requirements and receive pricing	Staff Absence Insurance Tender – Procurement exercise complete	Cleaning Western Region – Contract review (Norse)
Photocopiers (Arena) – Lower rates agreed bringing further savings on new agreement	Teacher Supply Agencies – Review and appoint via government framework	

Information Services

Assurance from the Trust:

Information Services	Term 2 (20/21)	Term 3 (20/21)	Term 1 (21/22)
Data Security (inc GDPR / Data Protection)			
Data Breach Management			
Freedom of Information			
Subject Access Requests			
Data Integrity			
Information Systems			

IT

Assurance from the Trust:

Information Services	Term 2 (20/21)	Term 3 (20/21)	Term 1 (21/22)
IT Strategy			
IT Technical Support			

Key:	Intervention	Action & Attention	Assured	Highly Assured
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Total Figures from Term 1 (21/22)

Data Breaches	
Reportable Breaches	
Data Incidents	
Freedom of Information	
Subject Access Requests	

Governance

Assurance from the Trust:

Effectiveness of Governance	Term 2 (20/21)	Term 3 (20/21)	Term 1 (21/22)
Strategic Leadership			
Accountability			
People			
Structures			
Compliance			
Evaluation			

Key:	Intervention	Action & Attention	Assured	Highly Assured
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Governance WAF measures align with our Governor Information Packs and Vision 2025 priorities.

Attendance

	Spring 1 (20/21)	Spring 2 (20/21)	Summer 1 (20/21)	Summer 2 (20/21)	Autumn 1 (21/22)	Autumn 2 (21/22)
Ian Hague-Brown	✓	x	✓	✓		✓
Yvonne Hare	✓	x	✓	✓		✓
Scott Jacques	✓	✓	✓	✓		✓
Waheed Khan	✓	✓	✓	✓		✓
Doug Martin	✓	x	✓	✓	✓	✓
Ken Morton	✓	✓	✓	✓	✓	✓
Chris Plowright	x	✓	✓	✓	✓	✓
Julia Preston	✓	x	✓	✓	✓	✓
Michelle Sault	N/A	N/A	N/A	N/A	N/A	N/A
Carol Stephenson	✓	✓	x	✓	x	✓
Jim Whurr	✓	✓	x	x	x	x

Statutory Requirements

	KCSiE	Prevent	DOI	DBS
Completed	11	11	11	11
Not Completed	0	0	0	0

LGB Profile - as at September 2020

Getting the right people around the table is vital to effective governance, to support you to fulfil this aim, we have included data regarding the current body's profile to reflect on when considering future recruitment, succession, training and relationships. Adding new governors to the LGB who are reflective of (but not representatives of) the community our academy serves can help it make better decisions in the interest of all pupils.

Age

30 and Under	0
31 - 45	3
46 - 55	5
56 - 64	2
65 and Over	1

Gender

Male	7
Female	4
Non-Binary	0
Prefer Not to Say	0

Ethnicity

White British	10
White & Asian	0
White Other	0
Asian	1
Pakistani	0
Any Other Mixed Background	0
Any Other Ethnic Group	0
Prefer Not to Say	0
Information Not Obtained	0

Governance Development Plan Priorities

01

Review and further develop the link governor role by engaging directly with the Strategic Development Groups set up to progress the AIP.

02

Continue to strengthen line of sight at a site level through a link governor for each site with a focus on what is being celebrated/working well.

03

Continue to develop governor awareness of a greater range of aspects of the academy's work by allocating time at Governing Body meetings to hear from a range of leaders across the Academy.

Annual Governor Training and Development Calendar

Key:	Mandatory	Highly Recommended	Developmental
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Autumn Term	
Topic	Who
Keeping Children Safe in Education (Dept. of Education)	All Govs
PREVENT (Dept. of Education)	All Govs
Safeguarding: Role of Governor (National Governors Association)	Link Govs
	All Govs
Link Governor Visits (Wellspring Academy Trust)	All Govs (except staff and Ex-officio)
Understanding Pupil Premium (National Governors Association)	All Govs
School Leader Appraisal (Wellspring Academy Trust)	Chairs/Vice Chairs
Spring Term	
General Data Protection Regulation (Dept. of Education)	All Govs
Looked After Children (National Governors Association)	All Govs
Understanding Finance (Wellspring Academy Trust)	All Govs
Equality & Diversity (National Governors Association)	All Govs
Role in Academy Improvement (National Governors Association)	All Govs
Summer Term	
Safer Recruitment Training (Wellspring Academy Trust)	Chairs/Vice Chairs
Understanding Information (Wellspring Academy Trust)	All Govs
Special Educational Need & Disability (National Governors Association)	All Govs
Strategy, Values and Vision (National Governors Association)	All Govs
OFSTED Framework (National Governors Association)	All Govs
Various times throughout the year	
Preparation for OFSTED inspection (Wellspring Academy Trust)	All Govs
School Leader Recruitment (Wellspring Academy Trust)	Chairs/Vice-Chairs
Chairs Development Programme (National Governors Association)	Chairs/Vice-Chairs
Chairs Mentoring Programme (Wellspring Academy Trust)	Chairs/Vice-Chairs
Aspiring Chairs Programme (Wellspring Academy Trust)	Chairs/Vice-Chairs
Handling Complaints (Wellspring Academy Trust)	Chairs/Vice-Chairs
Governor Forums	
Chairs & Vice Chairs Meeting (Wellspring Academy Trust)	Chairs/Vice Chairs
Staff Governor Meeting (Wellspring Academy Trust)	Staff Govs
Safeguarding Link Governor Meeting (Wellspring Academy Trust)	Safeguarding Govs
SEND Link Governor Meeting (Wellspring Academy Trust)	SEND Govs

Risk Register

Your Risk Register identifies your highest risks and the mitigating action you are taking to manage them.

Your Risk Register should be regularly reviewed.

Risk information					Counter Measures					
Description of Risk	Responsible individual/body	Likelihood	Impact	Risk Rating	Description of current controls / mitigation in place	Likelihood	Impact	Risk Rating	Risk Change	Current controls proposed and/or additional comments
Overall attendance lower and persistent absenteeism higher than expectations	Executive Principal, LGB Chair, Director of Learning	Possible	Mode-rate		Academy Improvement Plan describes clear strategy to mitigate risk.	Possible	Minor		No change	Springwell Leeds received Good OFSTED rating Term 3 2018/19.
Funding uncertainty / volatility	Executive Principal, LGB Chair, D.CEO, CFO	Likely	Major		No pass through of LA's enhanced funding settlement. Risk to medium term position. Scenario planning underway.	Possible	Mode-rate		No change	Lobby ESFA/DfE
Breakdown in strategic relationship with key commissioners	Executive Principal, LGB Chair, CEO, D.CEO, CFO	Likely	Major		Effective relationships management necessary as progress through future funding negotiations	Unlikely	Mode-rate		No change	Watching brief

KEY

Risk

Likelihood

Impact	Rare	Unlikely	Possible	Likely	Almost Certain
Catastrophic					
Major					
Moderate					
Minor					
Negligible					