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17 July 2015

Ms Kerry Linden  
The Acting Headteacher  
Manor Green College  
Manor Campus  
Century Youth House  
Romford  
RM1 2PS

Dear Ms Linden

### **Special measures monitoring inspection of Manor Green College**

Following my visit to your college on 16 July 2015, I write on behalf of Her Majesty's Chief Inspector of Education, Children's Services and Skills to confirm the inspection findings. Thank you for the help you gave and for the time you made available to discuss the actions which have been taken since the college's section 5 inspection.

This was the first monitoring inspection since the college became subject to special measures following the inspection which took place in February 2015.

### **Evidence**

During this inspection, meetings were held with the acting headteacher and the two acting deputy headteachers, the Chair of the Management Committee and three representatives of the local authority. The local authority's statement of action and the college's action plan were evaluated. A tour of the Key Stage 3 centre and the medical provision centre was conducted with the acting headteacher. The single central record of the checks made on new staff and other documents recording the college's work were scrutinised.

### **Context**

Since the last inspection, an interim headteacher has left to take up other responsibilities and the head of the Key Stage 4 centre is now acting as the headteacher. Two other staff are covering senior leadership roles in an acting capacity. There remains a number of staff vacancies. Following the inspection, the local authority established a monitoring board to check that the college's action plan was being implemented successfully. The management committee's delegated authority for managing the budget was suspended and a separate strategic management board was created by the local authority to oversee this work. The

college is currently seeking academy sponsorship. This was originally planned to be in place by September 2015, but a preferred sponsor has yet to be identified.

### **The quality of leadership and management at the school**

Following the section 5 inspection, a combined statement of action from the local authority and a college action plan were submitted within the prescribed timescale. These address all of the issues identified within the inspection report. However, improvements are not able to be monitored effectively because there are few specific or measurable targets against which progress can be assessed. Members of the monitoring board or management committee are therefore unable to hold leaders to account or identify where further work is needed. A significant weakness of the statement of action is that no account has been taken of the views of parents and it is unclear how registered parents will be advised of the proposed improvements. Many actions have not been achieved within the proposed timescales. This is because plans do not include any milestones to help identify if improvements are happening quickly enough. Insufficient account has been taken of the resources that will be needed to achieve the necessary improvements. For example, there is an over reliance on the use of staff time, which means teachers will be unable to focus on teaching and learning. Overall, actions have taken too long to complete or have been unsuccessful because the plans have not been effectively monitored.

Leaders have been unable to press ahead with some improvements because they have had to wait for key decisions to be made by the strategic management board. A new leadership and staffing structure has now been agreed, but the lack of urgency in addressing this means some key middle leader posts are unlikely to be filled for September. The college has struggled to recruit and retain teachers. Leaders have correctly identified that the quality of teaching and learning remains a concern and that further training is required. Strategies for improving pupils' attitudes towards their learning have still to be implemented. This is reflected in the high number of temporary exclusions and low levels of attendance. Recent improvements in how the college monitors and records pupils' attendance have yet to have an impact on reducing absence.

The acting senior leadership team is determined to make the necessary improvements and demonstrates high levels of commitment and resilience. These leaders have received effective support to help them track achievement information across the college. New systems for monitoring and checking on the quality of teaching have helped leaders to identify where improvements are necessary and gaps in learning remain. The performance of different groups of pupils, including those who are disadvantaged or who have special educational needs, is tracked more carefully. However, the accuracy of this information remains unreliable as assessment strategies are not applied consistently by all teachers.

A new curriculum plan has been developed for September that ensures pupils will have lessons in a range of National Curriculum subjects. While the plan broadly addresses the required areas of learning, there are limited facilities within the college for teaching sport, science, design and technology and creative arts. This will restrict the learning opportunities that can be offered to pupils in these subjects, particularly within the Key Stage 3 and Key Stage 4 centres. Further work is required to address how the curriculum will meet the needs of both short- and long-term pupil placements across different key stages.

Leaders have ensured that the college's safeguarding policy has been reviewed to take account of the *Keeping Children Safe in Education* guidance. This now needs to be shared with new staff and implemented consistently across the college. However, behaviour and teaching and learning policies still need to be reviewed. The management committee has yet to agree how it will check that all the required policies are in place and reviewed appropriately.

The recommended external reviews of governance and the use of the pupil premium funding have been completed. The reviews have identified that members of the management committee need to access further training in order to be fully effective. The use of the additional pupil premium funding is being monitored more closely to ensure it is making a difference to disadvantaged pupils. However, not all members know what questions to ask or understand how to check that pupils are making sufficient progress. There is a lack of clarity over what the management committee is actually responsible for and what functions the strategic management board and the monitoring board fulfil. Consequently, the level of challenge and support offered to college leaders is low and the pace of improvement too slow.

Following the monitoring inspection the following judgements were made:

The local authority's statement of action is not fit for purpose.

The college's action plan is not fit for purpose.

The college may not appoint newly qualified teachers before the next monitoring inspection.

The statement of action and the college's action plan should be rewritten and copied to me before the end of September 2015.

I am copying this letter to the Secretary of State, the Chair of the Management Committee, and the Director of Children's Services for Havering. This letter will be published on the Ofsted website.

Yours sincerely

Lesley Cox

**Her Majesty's Inspector**