

# **School Organisation Consultation**

**A proposal to create a Federation between**

**Golden Flatts Primary School**

**and**

**Lynnfield Primary School**

This proposal has been drafted after a period of informal stakeholder consultation, individual Governing Body discussion (at both schools) and consideration by a joint working party comprised of Governors from both schools.

For reference, this paper marks step 3 as outlined in the National College for Teaching & Leadership's 'The Governance of Federations' document, August 2014 and in compliance with the School Governance (Federations) (England) Regulations 2012. In accordance with the guidance, the Governing Bodies of each school are required to consider this formal proposal in its entirety and reach a decision as to whether to approve the proposal and enter into a formal consultation period with stakeholders or not.

For the purpose of this document the term "Federation" is used to describe the newly proposed Federation of Golden Flatts and Lynnfield Primary Schools.

### **Context**

Golden Flatts Primary School is a small community school. It is a one form entry primary school. Golden Flatts Primary School was judged to be good by Ofsted in January 2013. This judgment was reconfirmed during its last Section 8 inspection in July 2017.

Lynnfield Primary School is a larger than average primary school which has had Ofsted judgments of Requires Improvement in its' last 2 inspections. (December 2014 and November 2015). In September 2017 the school's newly appointed Headteacher took up post. At the school's autumn 2017 Ofsted monitoring inspection visit, it was identified that under the guidance of the Governing Body and a newly appointed Headteacher the school 'are taking effective action to tackle the areas requiring improvement identified at the recent section 5 inspection in order for the school to become a good school.'

The newly appointed Headteacher of Lynnfield Primary School is the former Headteacher of Golden Flatts Primary School. Since September 2017 she has also been supporting the Interim Headteacher of Golden Flatts Primary School.

There are significant potential benefits for the staff and children of both primary schools, through continued partnership working and these are already being explored by senior leaders and Governors at both schools. Existing areas of partnership have been developed focusing on: leadership development, SEND provision, curriculum development, assessment and data and financial and resource management. Additionally, close partnership working provides staff from both schools with high quality professional development opportunities.

## **1. The Proposal**

We, the Governing Bodies of Golden Flatts Primary School and Lynnfield Primary School have considered and agreed to support a proposal to federate on 5<sup>th</sup> November 2018 under the School Governance (Federation) (England) Regulations 2012.

## **2. Why are we making this proposal?**

We, as two Governing Bodies, are jointly committed to ensuring a first class education for all children in our two communities. Golden Flatts Primary School and Lynnfield Primary School share similar visions and value systems. Both schools firmly place the needs of the child and the community at the centre of their work. Our proposal to federate has been developed through a desire to work in close partnership in order to raise pupil attainment, offer a wider range of educational opportunities and involve families more closely in their child's education through the development of extended services.

We believe our schools can gain many benefits from working collaboratively and that we can achieve more by working together. We are focused on creating a strong professional learning community which is committed to developing excellent primary practice through shared goals, shared actions and collaborative leadership within and across both schools. We aim to ensure that we promote a culture of genuine partnership where everyone takes responsibility for realising the vision of our federation, where we take collective ownership over the development of our schools and we ensure that we are empowered to be able to achieve the best possible outcomes for the pupils in our care.

As a federation we will strive to ensure all children receive a high quality, personalised and nurturing learning experience through a curriculum which creates, encourages and supports aspiration. As a community of professionals we will actively seek to develop a rich curriculum which is responsive to the needs of our pupils, fosters creativity (communication, representation and expression; production and enterprise; thinking skills and problem solving and SMSC) and is delivered in a stimulating and supportive environment. At the heart of each school's curriculum are our curriculum drivers which will remain bespoke to each school based on their key development priorities.

Central to the work of our federation is the principle of nurture. We will endeavour to build a learning community that at its core promotes respect, tolerance and empathy for others. We will actively teach our pupils to take personal responsibility for their actions and to understand how to make positive choices in order for them to become effective learners who are empowered to take increasing responsibility for their own learning.

We aim to be a highly inclusive federation that actively seeks to remove barriers to learning for all of the pupils in our care. As such, we will be proactive in developing our work with other agencies. We will rigorously pursue support from other professionals and identified good practitioners in order to provide the best possible learning opportunities for our pupils. We will endeavour to ensure that our federation is a place of sanctuary for the most vulnerable members of our community as such we are proactive in supporting our families.

Our vision for school leadership is based on the principles of effective distributed leadership and shared accountability. As a federation, we will be dedicated to ensuring we create the right collaborations that are focused on promoting pupil achievement. Leadership priorities will be identified through rigorous self-review with a clear understanding of our context and current pedagogy. Our approach will clearly identify the responsibilities of each person, emphasise their responsibilities to each other and is fully reflective of our duty to improve the educational outcomes for all of our pupils.

Our federation believes that pupil's future prospects are dependent on the school, the child and the family working in partnership. We will strive to make all parents, carers and families welcome and work hard to build and maintain strong and productive relationships. We will work to ensure that all parents are engaged as full and active partners in their child's education. We will aim to ensure that our federation and the schools within it are an integral part of the local community.

### 3. Advantages of federation

We believe that both schools will benefit from federation but that it will also be vital that each school maintains all that is best in their distinctive characteristics.

Benefits to Golden Flatts Primary School and Lynnfield Primary School:

- The opportunity to work collaboratively across the federation to develop and enrich the curriculums of both schools. This will be achieved through the development and extension of a faculty team system. This partnership approach is aimed at raising educational standards through the development of a coaching and mentoring culture, distributive leadership which promotes high expectations, a rigorous focus on teaching and learning and the development of rich learning experiences that are specifically designed to meet the needs of pupils from within the communities we serve.
- The opportunity to develop collaborative leadership structures across the federation. This partnership is aimed at providing additional leadership capacity within our schools, supporting the development of future leaders, enhancing the development of teachers, support staff and office staff and directly impacting on teaching and learning across the federation. This work will be led at a strategic level by a cross federation Strategic Leadership Team who, working in collaboration with governors, will have a clear understanding of the improvement needs of both schools. They will be able to work effectively to design and deliver strategic school improvement work which will directly impact on standards. This team will be comprised of the Executive Headteacher, Head of School from Golden Flatts, Deputy Headteacher from Lynnfield, Assistant Headteacher from Golden Flatts and the Assistant Headteacher from Lynnfield. To begin with the federation's senior leadership would operate with a Head of School at Golden Flatts, Deputy Headteacher at Lynnfield and an Executive Headteacher working across both schools. Initially, greater percentage of the Executive Headteacher's time would be spent at Lynnfield. Once Lynnfield achieves an Ofsted 'Good' rating the next stage of the federation's development would be to replicate the Head of School model at Lynnfield.
- The opportunity to work in partnership to develop cross federation assessment and data systems which are tightly focused on school improvement and directly linked to a robust school development cycle in order to impact on standards. This piece of collaborative working is focused on bringing together the strengths of both schools in terms of assessment and the school evaluation cycle in order to create a tightly focused and rigorous system for improvement.
- The opportunity to engage in cross school moderation across all year groups and phases. As part of our partnership working we intend to develop cross school moderation work. We feel this work will be mutually beneficial. As Golden Flatts is a single form entry school it will give them the opportunity to work with colleagues who are working in the same year group and who are using the same assessment and school improvement cycle. It will enable the staff from Lynnfield

to be more outward facing and as a school judged as RI at its last inspection it will provide additional support with the moderation process. This is intended to be a developmental process and mutually beneficial.

- The opportunity to develop targeted and bespoke provision for vulnerable pupils across the federation specifically pupils safeguarding, attendance, SEND and SEMH needs. Both Golden Flatts and Lynnfield share a similar vision around the development of provision for their most vulnerable pupils. The SENDCos from both schools have been engaged in partnership working since September 2017. A federation would enable both schools to look carefully at how they were developing SEMH provision and work closely in partnership to create tailored provision that meets the needs of both schools. For example Golden Flatts have been supporting a member of staff to become a play therapist. Working in partnership both schools would be in a position to develop a play therapy service accessible to both schools. Lynnfield currently has a very successful nurture provision and staff who are experienced at using the Boxall Profile to support pupils with their SEMH development. This is something that could be developed at Golden Flatts. In addition to this going forward both schools could look to supporting each other with SEND assessments. Furthermore the systems and structures around attendance and persistent absence are having a positive impact at Lynnfield and similar procedures could be developed at Golden Flatts.
- Working within a federated structure we would have the opportunity to develop and share CPD opportunities and peer working.
- Both schools would benefit from the opportunity to work in partnership to develop outdoor provision across both sites.
- The opportunity to explore financial and business development. Working as a federation would mean that we had greater purchasing power, created by economies of scale, and hence increased value for money in, for example, the purchase of specialist services.
- Working within a federated structure we would have the opportunity to work in partnership to develop and align policies, procedures and systems within the statutory and non statutory framework. The federation would draw upon models of best practice from within both schools and the wider school system as a whole.
- The opportunity to develop extended services across the federation, linked to the development of the Lynnfield Centre and The Bungalow at Golden Flatts.

#### **4. How does a federation work?**

The proposal that Golden Flatts Primary School and Lynnfield Primary School will enter federation will mean:

- One Executive Headteacher working across both schools
- One Governing Body

However, the schools will retain separate identities including separate:

- Sites and buildings
- Budget
- Department of Education registration and School Profiles
- Published performance data
- OFSTED inspections
- School uniforms
- Unchanging admissions policies

Golden Flatts Primary School's Published Admissions Number (PAN) for entry into Reception will continue to be 30 pupils. The Admissions Authority for Golden Flatts will continue to be the Local Authority.

Lynnfield Primary School's Published Admissions Number (PAN) for entry into Reception will continue to be 55 pupils. The Admissions Authority for Lynnfield will continue to be the Local Authority.

#### **5. What will happen to the pupils in school?**

Pupils will continue to attend their respective schools and be members of that school community. Sometimes they may join together to share each other's facilities or educational opportunities.

#### **6. What would happen to the staff of the schools?**

The two schools would share an Executive Headteacher who will work within both schools and would be accountable for both schools. The Executive Headteacher will be based at Lynnfield Primary School but would spend a percentage of their week in Golden Flatts. There will be a Head of School taking responsibility for the day to day running of Golden Flatts. The Head of School would work in close partnership with the Executive Headteacher. A copy of the proposed leadership structure is set out in Appendix 1.

Staff from both schools would continue to be employed by the local authority (Hartlepool Borough Council).

## **7. What has been done so far?**

The two schools have been involved in informal collaboration activities since September 2017 including the Headteacher from Lynnfield Primary School providing advice and support to the Interim Headteacher from Golden Flatts Primary School; the SENDCos from each school engaged in partnership working; and, Golden Flatts and Lynnfield staff have taken part in joint moderation of work in Year 2.

March 2018 – the governing bodies of each school (Golden Flatts 14<sup>th</sup> March and Lynnfield 27<sup>th</sup> March) approved the establishment of a joint steering group to explore the creation of a hard federation.

14<sup>th</sup> May 2018 – A joint meeting of the full governing bodies of Golden Flatts Primary School and Lynnfield Primary School met to consider feedback from the steering group. At the meeting it was agreed in principle to the establishment of a federation between the two schools, subject to a number of areas of clarification.

25<sup>th</sup> May 2018 – the joint steering group met to discuss the areas of clarification raised at the joint governing body meeting and to consider a draft proposal, the proposed constitution and consultation process.

11<sup>th</sup> June 2018 – the governing bodies of each school met separately to consider and approve a report on the proposal to formally federate and then jointly to publish the proposal for consultation in accordance with statutory procedures.

## **8. How will the new Governing Body be made up?**

The proposed Governing Body will consist of:

The Executive Headteacher

1 Local Authority Governor

1 Staff Governor

4 Parent Governors (2 each from Golden Flatts and Lynnfield)

10 Co-opted Governors (including the Head of School from Golden Flatts Primary School and the Deputy Headteacher from Lynnfield Primary School)

Total Number of Governors = 17

## **9. Have your say**

Views are important and will have an impact on the federation process. We want to know how you feel about our proposals. Please write to us about any points you would particularly like us to consider. Your letters or e-mails should be sent to the Governing Bodies of Golden Flatts and Lynnfield Primary Schools c/o of:

- [consultations.goldenflatts@school.hartlepool.gov.uk](mailto:consultations.goldenflatts@school.hartlepool.gov.uk)
- [consultation@lynnfieldschool.org.uk](mailto:consultation@lynnfieldschool.org.uk)

The consultation period will run from 25<sup>th</sup> June to 14<sup>th</sup> September 2018

## 10. What happens next?

The consultation process will consist of:

- Publication of this proposal on the schools' websites
- Hard copy letters to all parents outlining the consultation and signposting them to the full proposal which will be available from both school offices and both school websites.
- Text messages and emails will be sent out to parents letting them know the consultation has opened and detailing where they can obtain copies of the full proposal.
- A scheduled parents' consultation event in each school (as tabled below).
- A scheduled staff consultation meeting in each school (as tabled below).
- Trade unions and trade union representatives invited to staff meetings.

<b>Golden Flatts</b>	Date Wednesday 27 <sup>th</sup> June 2018	Parents	9.00am
		Staff	3.30pm
<b>Lynnfield</b>	Date Tuesday 3 <sup>rd</sup> July 2018	Parents	9.00am
		Staff	3.30pm

- Submission of this proposal to the local authority – 18<sup>th</sup> June 2018
- Copy of this proposal document forwarded to all staff paid to work at any of the schools.
- Copy of this document along with covering letter signed by both governing bodies sent to the Secretary of State within one week of opening consultation.
- Copy to be sent to the Headteachers of each school
- All parents of pupils known to be registered at each of the schools

## 11. The decision making process

All consultation responses will be considered by the Governing Bodies of both schools and the Director of Hartlepool Children's and Joint Commissioning Service. The Governing Bodies of each school then have to decide if they should proceed with the Federation, if they agree to proceed then each Governing Body passes a resolution that they will federate on 5<sup>th</sup> November 2018.

Consultees to include:

- Hartlepool Borough Council (Children's and Joint Commissioning Service )
- Staff of both Schools
- Parents of pupils attending Golden Flatts Primary School and Lynnfield Primary School
- The Governing Bodies of all Primary schools, Secondary schools and Special schools within the Local Authority
- Consultation of the wider communities of Golden Flatts and Lynnfield
- Other neighbouring Councils

Timeline of events:

- **Monday 11<sup>th</sup> June** joint Governing Body meeting to approve a report on the proposal to formally federate and then jointly to publish the proposal for consultation in accordance with statutory procedures.
- **Tuesday 12<sup>th</sup> June** staff at both schools to be told about the proposals and the given information on the consultation process.
- **Monday 18<sup>th</sup> June** consultation window opens and information sent out to parents and other consultees.
- **Wednesday 27<sup>th</sup> June at 9:00 am** parent meeting at Golden Flatts.
- **Wednesday 27<sup>th</sup> June at 3:30 pm** staff meeting at Golden Flatts.
- **Tuesday 3<sup>rd</sup> July at 9:00 am** parent meeting at Lynnfield.
- **Tuesday 3<sup>rd</sup> July at 3:30 pm** staff meeting at Lynnfield.
- **Tuesday 17<sup>th</sup> July** report detailing the proposals taken to Hartlepool Children's Services Committee meeting.
- **Friday 14<sup>th</sup> September** consultation window closes.
- **Monday 17<sup>th</sup> September joint** Governing Body meeting to consider the outcomes of the consultation and identify the next steps.
- Final proposals to be taken to the autumn term Hartlepool Children's Services Committee meeting.

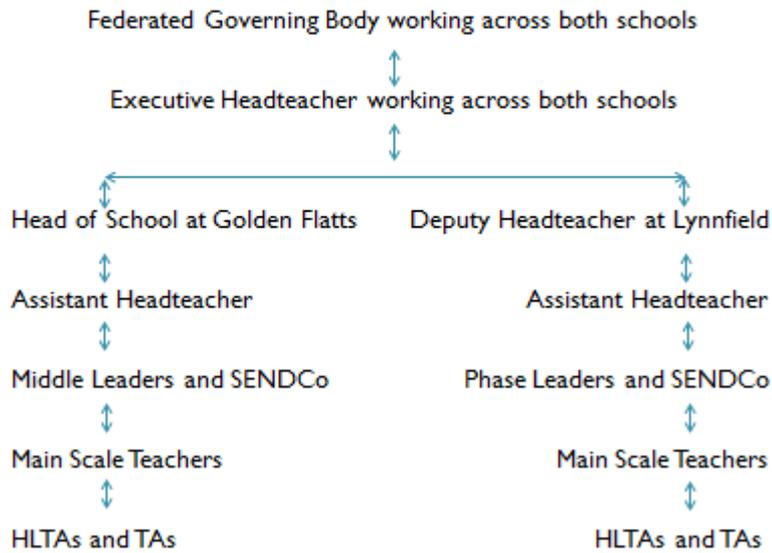
## **12. Where can I get more information?**

Please contact either the Headteacher of Lynnfield Primary School or the Interim Headteacher of Golden Flatts Primary School if you would like more information about the plans for federation. Contact details are:

Mrs S. Sharpe  
Lynnfield Primary School  
Grosvenor Street  
Hartlepool  
TS26 8RL  
Tel: 01429 275122

Mrs M. Newbury  
Golden Flatts Primary School  
Seaton Lane  
Hartlepool  
TS25 1HN  
Tel: 01429 274711

## Proposed Leadership Structure



## Proposed Distributive Leadership Structure

