

Helmsley CP School, Kirkbymoorside CP School, Ryedale School and Sinnington CP School.

CONSULTATION ON A PROPOSAL FOR FEDERATION

CONSULTATION PERIOD: 19th JANUARY 2016 – 8th MARCH 2016

This document sets out the details of a proposal to federate Helmsley CP School, Kirkbymoorside CP School, Ryedale School and Sinnington CP School with effect from 1st July 2016.

The Governing Bodies of Helmsley CP School, Kirkbymoorside CP School, Ryedale School and Sinnington CP School are consulting parents, staff, the local community and other stakeholders on a proposal to change how the schools are governed and supported. This document describes what federation would mean to the schools involved, how this would differ from the current structure and, most importantly, what the impact would be on the children of those schools. This document also answers frequently asked questions relating to federation and describes how you can make your views known.

This consultation has the support of North Yorkshire County Council, the Headteacher and Chair of Governors from each school, and their respective governing bodies. All parties have been involved in the extensive research and discussion leading to the creation of this document.

WHAT IS FEDERATION?

Federation involves a change in governance from schools operating with individual governing bodies to having one shared governing body with responsibility for all schools within the federation.

In the proposed Ryedale Federation, all schools would remain legally separate schools, each with their own allocated budget, premises and policy for admissions. Each school would also retain their own identity, as set out in the new *Instrument of Government*. This is a legal document held by all governing bodies which would be drawn up for the new Governing Board by the legal department of the Local Authority should federation occur.

Federation is not an amalgamation or merger of the schools. Each school would remain distinct with its own individual community and ethos. Each school would retain its own headteacher. However, all federated schools would be supported and challenged by the Executive Leadership Team and line managed by the Executive Headteacher. All headteachers, including the Executive Headteacher, would be accountable to the Federation Board of Governors.

WHY FEDERATE?

The belief is held that governing together as a single governing board in a formal partnership will develop the informal partnerships that already exist for the benefit of all our children. The change to a federation will formalise the commitment from all schools to work together, and in doing so, build upon the success of informal collaboration both now and in the future.

The difference under federation is that all of these opportunities will no longer be dependent upon personalities and goodwill. There will be a clear and formal expectation that joint collaboration is a requirement for all governors and staff in the pursuit of excellence for the children of all schools involved. Federation is the formalisation of existing good relationships to develop all schools, further embedding good practice. It is an approach that is outward-looking,

co-operative and supportive. As 'The Ryedale Federation' we would continue to operate under the Local Authority and all schools would continue to benefit from Local Authority support. Federated schools would also be encouraged to continue to develop existing and new partnerships beyond the Federation to support school improvement.

HOW WILL THE FEDERATION BE ORGANISED?

All federated schools would remain separate schools. Their names will remain the same and children will continue to be registered at each school according to parental choice within the NYCC admissions policy. Each school will retain their own ethos, uniform, colours and school logo.

It is proposed that each school will continue to be funded separately, with budgets largely dependent on pupil numbers, as they are now. However, pooling budgets may be a future consideration for the Federation Governing Board as it could allow efficiency of savings through joint financial and strategic planning. Under the proposed structure, a Financial Director appointed to the Executive Leadership Team would support with the financial management of all schools, regardless of whether school budgets are retained separately or pooled.

Federated schools will be supported and challenged by the Federation Executive Leadership Team, accountable to the Federation Board of Governors. The Executive Team would comprise of: the Executive Headteacher (the secondary headteacher), a Secondary Director (appointed from within the secondary school), a Primary Director (a headteacher appointed from a federated primary school) and a Finance Director (external appointment).

The headteacher of each school still retains responsibility for their school. (Please see attached structure for the Ryedale Federation, Appendix A).

Each headteacher's performance management will be undertaken by members of the Federation Board of Governors and the Executive Headteacher. If a headteacher was to retire or leave, it would be up to the Federation Board of Governors to make the decision whether to re-appoint a new headteacher. There are no plans to change current management structures within individual schools. However, over time school management structures may change to reflect federation resourcing, financial constraints or school improvement.

Each school will continue to be inspected by OFSTED on an individual basis.

Staff in each school will continue to be employed by North Yorkshire County Council under the direction of their headteacher. There will be no change to employment conditions of service for staff. Current staff will continue to work within their own schools. However, future appointments would be contracted to The Ryedale Federation and could be asked to work across schools. All staff, teaching and non-teaching, would benefit from shared training opportunities and open, professional dialogue in sharing best practice.

A new, single Federation Board of Governors will be created to govern all schools within the federation. The size of this body will be determined by the number of schools entering into the federation. (Please refer to the attached structure which assumes four schools federate, Appendix A). Each federated school would have a link governor on the Board of Governors who would have an in-depth understanding of the school's context and specific challenges. The link governor role would ensure effective representation of individual schools.

HOW WILL OUTCOMES IMPROVE FOR THE CHILDREN?

The provision for students across federated schools would be enhanced through a range of benefits. Academic progress and student wellbeing would be supported through:

- ✓ Sharing of best practice between teachers to improve teaching and learning.
- ✓ Aligning of key policies to support vulnerable learners, for example, a common attendance policy.
- ✓ Some key staff, for example a SENCO (Special Educational Needs Co-ordinator), could work across the federation supporting students and their families throughout their education.
- ✓ Improvements in the continuity of learning between key stages through increased collaboration of key staff.
- ✓ Extra capacity to offer a broad, balanced curriculum to children from all schools, sharing facilities where appropriate and using fully the skills of all staff.
- ✓ Opportunities to collaborate on specific projects with students from other schools, building confidence and developing social skills.

WHAT ARE THE OTHER BENEFITS OF FEDERATION TO STAFF?

- ✓ Opportunities for newly-appointed staff (teachers and teaching assistants) to work across all schools, allowing wider career opportunities. Similar opportunities could be offered to existing staff with agreement and consultation.
- ✓ Training for career and professional development can be shared. As opportunities for courses and supply cover become more expensive at a time of reduced school income, staff will 'cascade' course information and some Continuing Professional Development (CPD) will become 'in house' to share ideas and enthusiasm.
- ✓ Shared expertise, including subject specific expertise, across key stages and schools.
- ✓ Experience of teaching different age groups in a different setting.
- ✓ The curriculum across all schools can be brought closer together allowing resources and visits to continue to be developed strategically.
- ✓ Improved opportunities for the recruitment of high calibre teaching staff and headteachers.
- ✓ Coaching/mentor projects for staff development can be organised across all schools.
- ✓ The skills and specialisms of administrative and support staff can be used to maximum effect for the benefit of all schools, therefore managing time and resources more efficiently.
- ✓ Further joint working together of children and staff, bringing positive benefits to all.

Federation is not about merging, closure or losing identity. Indeed, federation can help small rural schools such as ours to remain sustainable and viable on separate sites.

HOW WILL FEDERATION IMPROVE THE FINANCES OF FEDERATED SCHOOLS?

Federation will allow the identification of cost savings, assistance with larger capital projects, the possibilities of sharing and developing resources and facilities through joint strategic planning and making the most of four budgets at a time of reduced funding. These initiatives are central to federation so will be prioritised to be implemented as soon as possible. Although there will be four separate budgets, a single Finance Director will facilitate strategic and joint financial planning across all schools, allowing:

- ✓ Promotion of time-saving, efficient practices across all schools whilst not compromising quality, personal relationships and effective communication.
- ✓ Financial economies of scale and value for money, e.g. through joint purchasing.
- ✓ Flexibility to move resources between schools. Federation allows flexible management of resources and allows for coherent strategic financial planning.
- ✓ Smarter joint procurement using greater buying power and a stronger negotiation position.
- ✓ Elimination of duplication.
- ✓ Efficient use of back office resources including consistent processes/systems/policies.
- ✓ Reduction of bureaucracy around financial decision making.
- ✓ Reduction of the costs of clerking multiple governors' meetings.

Federation facilitates the potential for small schools to remain or become more viable, sharing management systems, resources, administration and governance responsibilities to create long-term sustainability.

HOW WILL FEDERATION AFFECT THE WORK OF THE GOVERNORS?

It is, perhaps for governors that federation will have most impact. Members of the new single Board of Governors will be responsible for all schools within the federation. Whilst this additional responsibility will inevitably bring extra work, there will be the following benefits for governors:

- ✓ A single governing body will both formalise and secure for the future the commitment to working together in a culture of trust and mutual respect.
- ✓ With the schools working strategically together with a single governing body, the future sustainability of all schools will be more secure as each can assist others at times of difficulty and challenge.
- ✓ Governors will be able to address, for example, Health & Safety policies consistently across all schools as well as bringing an objective view to safeguarding issues in each school.
- ✓ Shared expertise of governance to enable the efficient working of a joint governing body.
- ✓ Federated schools will be supported and challenged by the Federation Executive Leadership Team, accountable to the Federation Board of Governors. This will help ensure the Board of Governors' focus is on the three core strategic functions:

- a. **Ensuring clarity of vision, ethos and strategic direction for the federation;**
- b. **Holding the headteachers to account for the educational performance of their school, pupils and the performance management of staff; and**
- c. **Overseeing the financial performance of the schools within the federation and making sure money is well spent.**

Federation formally recognises all of the above benefits, demonstrating a strategic commitment to have the interests of all children within the federation at the heart of everything we do, whilst recognising and valuing the individual nature of each school.

NEXT STEPS

The current governing bodies of Helmsley CP School, Kirkbymoorside CP School, Ryedale School and Sinnington CP School, with the support of North Yorkshire County Council Children and Young People’s Service, have given considerable thought to this proposal. We are now asking parents, staff and our communities to consider the proposal document and share their views with us.

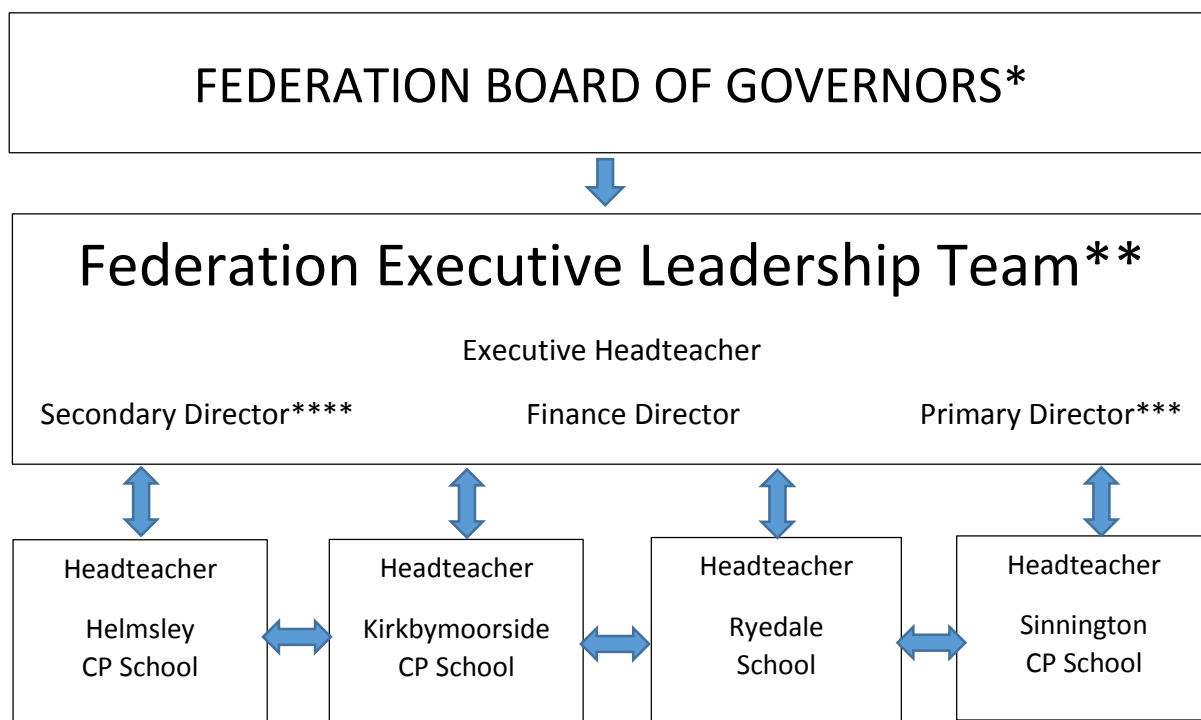
You are invited to attend one (or more) of four **PUBLIC MEETINGS**. Parents of children attending the schools, parents of pre-school children and members of the community are welcome to attend.

HELMSLEY CP SCHOOL	7PM	MONDAY 1st FEBRUARY 2016
SINNINGTON CP SCHOOL	7PM	TUESDAY 2nd FEBRUARY 2016
RYEDALE SCHOOL	7PM	WEDNESDAY 3rd FEBRUARY 2016
KIRKBYMOORSIDE CP SCHOOL	7PM	THURSDAY 4th FEBRUARY 2016

The governing bodies of each school will meet together on Thursday 10th March 2016 to consider the responses from the public meetings and any written contributions received. Immediately following this meeting, each governing body will meet separately to decide whether to proceed.

The decision will be announced by 22nd March 2016. In the event of two or three of the four schools in the consultation deciding to proceed with federation, federation would still take place. The school(s) deciding not to federate would continue to operate under current arrangements. For those schools proceeding with federation, a meeting will be held between the governors of the schools to finalise detailed arrangements so that ‘The Ryedale Federation’ can begin on 1st July 2016. Parents and members of the community will be kept informed throughout this process.

THE RYEDALE FEDERATION



*Governors will need to maintain an understanding of the core educational purpose of governance and will each be linked to an individual school. In addition, they will take responsibility for setting the culture, ethos and strategic direction of the federation, financial management, HR issues, appraisal review and statutory responsibilities.

**The Federation Executive Leadership Team will take responsibility for monitoring the quality of teaching and learning, progress of students, special educational needs provision, safeguarding, behaviour and attendance and local phase policies. The secondary headteacher will be the Executive Headteacher.

***Primary Headteacher from a Federated School

****Secondary Director from Ryedale School

BOARD OF GOVERNORS (14)

- 1 LA governor
- 1 Staff governor
- 4 Parent governors, 1 from each federated school
- 4 Headteachers, 1 from each federated school (unless the headteacher resigns as a governor)
- 4 Co-opted governors (the Board of Governors may appoint as many co-opted governors as they consider necessary)

HOW TO MAKE YOUR VIEWS KNOWN

You may attend any public meeting, and we would particularly welcome responses via email.

Please email sfrench@ryedale.n-yorks.sch.uk and ensure you copy in the relevant Chair of Governors using one of the email addresses below.

Please ensure you include all of the information requested on the response sheet (overleaf).

An electronic version of the form is available on the website of all four schools involved in the consultation.

The closing date for responses is 8th March 2016.

Thank you for your consideration of this important matter.

Mr Philip Marwood
Chair of Governors
Helmsley CP School
cofg@helmsley.n-yorks.sch.uk

Mr John Goodyear
Chair of Governors
Kirkbymoorside CP School
chairofgovernors@kirkbymoorside.n-yorks.sch.uk

Mr David Ball
Chair of Governors
Ryedale School
dball@ryedale.n-yorks.sch.uk

Mrs Heather White
Chair of Governors
Sinnington CP School
admin@sinnington.n-yorks.sch.uk

If you are unable to complete the form electronically please complete the attached response sheet and return it in an envelope marked **FEDERATION PROPOSAL** to the Chair of Governors to one of the schools overleaf:

Helmsley CP School
Carlton Lane
Helmsley
York, YO62 5HB

OR

Kirkbymoorside CP School
West Fields
Kirkbymoorside
York, YO62 6AG

Ryedale School
Gale Lane
Nawton
York, YO62 7SL

OR

Sinnington CP School
Friar's Hill
Sinnington
York, YO62 6SL