



19th September 2019

Dear Parents and Carers,

The reason for me writing to you all is to inform you about an alteration myself and Governors want to make in terms of the partnership arrangement between Sutton Road Primary School and Holgate Primary School. As many of you will already know, our two schools have been in a Formal Collaboration together for the past five years.

Initially this was set up as a supportive measure in 2014 brokered by the Local Authority in order for Sutton Road Primary to provide support to the then newly amalgamated and opened Holgate Primary School.

I am delighted to say that what we have grown between the two schools during the time we have remained linked has been extremely successful. Our strong partnership has been recognised as a model of good practice by Ofsted inspectors and the Education Improvement Service for our Local Authority.

Standards by the end of Key Stage 2 have improved at both schools over the past few years as a direct result of the wider expertise and pedagogy we share between us as school staff.

The two schools are geographically 9 miles (20-minute drive) apart and serve very similar catchments. Due to this we are now firmly linked helping us ensure support at all levels can be provided quickly and where it is needed to secure ongoing improvement and this has served to benefit both schools' growth.

Not only has this provided a fantastic opportunity for us to quality assure all that we do together, but it also supports staff workload and ensures we benefit from more efficient use of staff expertise, through some shared roles, than would be possible in a single school working in isolation.

We even have links between the schools for our children having done joint trips out, joint residential visits and even work between the schools for pupils who are members of school forums.

I serve as the Executive Headteacher for both of them, which helps ensure the vision and values across the two schools are also in complete synergy with each other.

A formal Collaboration arrangement is usually for three years initially, but our Governors at both schools voted to extend this at the renewal point in 2017. However, due to the security and success experienced at both schools within our Collaboration, Senior Staff and Governors have now decided after five years that we want to add permanency to our partnership. The way we can do this is to become Federated rather than Collaborated. This legally would make the current partnership we have permanent.

In terms of what this would mean for our staff, children and you as parents / carers is actually there will be no real change at all. Being part of a Federation is nothing like converting to becoming an Academy or joining a Multi-Academy Trust.

- Both the schools will remain as Local Authority Primary Schools with their own separate budgets
- All the current staff would remain on the same Local Authority contracts they have now
- All our children will remain on roll at whichever Primary School they attend currently
- Both schools will retain the uniqueness and individuality that they still have now

The only real change is that instead of the schools being led by two separate Governing Bodies, there would be one Governing Body to serve across the two schools to support the Senior Teams in their decision-making.

In order to move ahead with this process we are required to consult with parents, carers, staff, our Local Authority and the Department for Education. We have produced a consultation document which

The PRIDE Federation

explains in more detail what a Federation means. This consultation document is attached to this letter and this invites you to submit any responses to us during the consultation period over the next six working weeks.

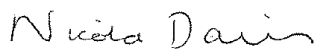
We also intend to hold an informal open session on one morning and one afternoon in the next few weeks so that any of you who want to come along and talk to a Governor or a member of the Senior Team about this can do so.

We have included as part of our consultation documentation a list of Frequently Asked Questions that we have compiled from other schools who have already gone through the same process which we hope you will find useful. There is also an overview of the staffing structure at both schools which, as I said earlier, would remain as it is currently in the event of us becoming a Federation.

I hope this provides you with enough information about our intentions and please look out for the dates when we will hold the informal sessions for you to come along and speak to us should you need any further information.

Thank you all for taking the time to read through the attached and making any response to us by the deadline indicated.

Yours sincerely,



Nicola Davies
Executive Head Teacher



James Biddlestone
Chair of Governors

A Proposal to Federate
Sutton Road Primary School and Nursery
and Holgate Primary and Nursery School
under the name of



The PRIDE Federation



September 2019

The PRIDE Federation

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Formal proposal to Federate

Summary

Sutton Road Primary and Nursery School and Holgate Primary and Nursery School have been working closely together following the appointment of an Executive Head Teacher (EHT), responsible for both schools. Much has been done since then to strengthen the links between the two schools and to provide improved outcomes for all children through the sharing of expertise, resources and facilities. The schools have been operating as a “collaboration”, with collaboration in numerous aspects of school including teaching and learning and for some financial and governance roles for several years and this has proved beneficial to all stakeholders. Through this joint working we jointly have developed and are committed to these shared values which inform everything that we do: -

Collaboration

As schools we:

- Are committed to collaboration ensuring continuous development is both reciprocal and intrinsic in all we do.
- Use this to ensure review, reflection and assurances to secure relevant and high quality improvements in our everyday practice and provision

Inclusion and Diversity

As schools we:

- Welcome diversity and remain wholeheartedly committed to inclusion
- Ensure every individual is fully accepted and provided with a strong sense of belonging within each of our schools

Aspirations, Attitudes and Behaviour

As schools we:

- Embed high aspirations through the development of effective attitudes and behaviours in our schools.
- Ensure pupils and staff in our schools are resilient learners developing life, learning and leadership skills to equip them exceptionally well for their futures

Outcomes

As schools we:

- Believe our children achieving high quality educational outcomes is at the heart of all we provide.
- Hold an immutable expectation that all members of our school communities strive continuously to achieve nothing less than excellence for our pupils

Curriculum

As schools:

- We unequivocally know our curriculum is the conduit to all our aims
- We ensure this is exciting, relevant, challenging and firmly rooted in meeting the individual needs of our pupils at each school

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The Governing Bodies of both schools have agreed to put forward a proposal to now formalise that close working by establishing a federation of the schools called 'The PRIDE Federation' under the leadership of the Executive Head Teacher and with a single Federated Governing Body overseeing the two schools.

The proposal – for a federation – is a legally binding arrangement, which Governors and Senior Leaders consider will further enhance the educational and extra-curricular opportunities for children in both schools, strengthen the leadership and management structure and enable both schools to maximise the use of shared resources. We believe that a federation will support more efficient working and remove unnecessary duplication of work in all aspects of school life; federation will also allow senior leaders to concentrate on the key aspects of their work, so further strengthening the teaching and learning in the two schools. This document sets out the detail of the proposal and how we think the federation will work. It also sets out what federation would mean for children, parents, staff and the wider community.

This proposal document, together with a set of Frequently Asked Questions (Appendix A) and a Consultation Response Form (Appendix B) form part of a six week consultation period (which starts on 20th September 2019 and ends on the 15th November 2019) during which time we are seeking the views of everyone who has an interest in the schools. Stakeholders are invited to give their views using the Consultation Response Form attached to this document.

At the end of the consultation period the Governing Bodies of the two schools will make a final decision on whether to federate, considering everyone's views and comments.

Governing Bodies will inform the Secretary of State for Education and Nottinghamshire Local Authority of its decision and will also inform other interested parties at the same time.

If the decision is made to go ahead with the federation, the Governing Bodies will set in motion the administrative arrangements to allow the federation to be created. It is envisaged that the federation would be established on the 9th December 2019.

If, at the end of the consultation period, the decision taken is not to proceed with the Federation, it would be the Governing Bodies' intention for both schools to continue as a collaboration, under the Executive Head Teacher and with separate Governing Bodies.

What is proposed?

The proposal is for a federation whereby the schools will strengthen further their joint working practices under a single Governing Body which can share resources and expertise across the schools and work to raise standards and improve the offer to pupils further. The Governing Bodies believe that federation will secure strong and stable leadership in the schools, continue the drive to raise standards and ensure a wide range of curriculum and other activities are offered to the children. It is believed that federation will secure the long-term viability of the schools.

One federated governing body provides an effective and accountable mechanism for schools to pool resources and staff, release strategic capacity in the senior management team and gain economies of scale and efficiencies. Sharing specialist staff and pooling curriculum expertise and materials enables schools to deliver an enriched pupil offer.

The PRIDE Federation

As noted by the Department for Education, through federation, schools can

- extend the breadth and quality of provision for pupils;
- respond better to pupils' wider needs;
- widen the impact of the strongest school leaders, teachers and governors;
- avoid wasteful duplication of effort;
- widen the opportunities for collaborative professional development; and
- deliver greater value for money.

Many of the characteristics of a federation already feature in the current collaboration and pedagogical practices of Sutton Road and Holgate School Primary Schools because of the close working relationship galvanized between the two schools through the appointment of an Executive Head Teacher in September 2014.

What would stay the same?

- Each school will remain a separate school on its existing site, keeping its own name, identity and uniform
- The Executive Head Teacher will continue to lead the schools, supported by a Head of School in each school
- The single shared vision and ethos will continue to operate across both schools
- Each school will have its own separate budget
- Each School will have its own DfE Reference Number
- Governor Committees - The federated governing body will retain a committee structure.
- The Admissions Authority (Nottinghamshire County Council) and admissions arrangements will stay the same
- Each school will complete its own Self Evaluation Form
- Each school will have separate OFSTED inspections
- Statutory and other policies and procedures would continue to be standardised across the schools where appropriate.

What would change?

- For legal purposes, the schools would be known collectively as 'The PRIDE Federation'
- A single Federated Governing Body would be created with representation from both schools and communities
- Governor Committees: the Finance, General Purposes and Personnel Committee would become the Resources Committee, the Achievement and Challenge Committee and Strategic Pay Committee would stay the same

What would federation mean for the children?

They would continue to benefit from: -

- A consistent approach to teaching and learning for all children, providing integrated curriculum and pastoral policies.
- Increased capacity to meet the needs of children through sharing of knowledge and resources;
- A consistent approach to expectations of behaviour, both in and out of the classroom;
- More opportunities to share and manage expertise and facilities effectively thereby enriching the children's learning experience

The PRIDE Federation

They would also benefit from: -

- The greater strategic view of a single governing body, that understands the needs of both schools equally, allowing them to provide greater support to the Executive Head Teacher and the Senior Team leading to even more efficient use of resources, greater use of CPD and further development of joint working practices.

What would federation mean for parents?

Parents can be reassured that children will continue to benefit from the advantages that would normally only be found in a larger school through:

- Sharing of best practice among staff and governors;
- A common approach to teaching and learning throughout both schools;
- A shared vision and ethos, with common approaches to pastoral care;
- Consistency of communication and policies;
- The opportunity for shared activities;
- Assure the sustainability and viability of the schools at their present sites.

What would federation mean for staff?

- The Executive Head Teacher will continue to focus on the strategic issues affecting the schools including curriculum development, finance, staffing and governance;
- The two Heads of School, one for each school, will be responsible on a day-to-day basis.
- Staff will continue to be employed on the same conditions of service;
- Stronger collaboration and the size of the combined schools will allow for increased opportunities for continuing professional development and career development;
- The combined size of the schools and the permanent nature of the proposed federation will enable the federation to attract and retain high quality staff;
- A common approach to teaching and learning, along with a single system of target setting, assessing, moderating teaching and learning, and tracking pupil progress;
- Development of continuity and quality by identifying best practice from both schools and applying it across the federation;
- A single Governing Body that has a full understanding of both schools, can identify resources and staffing needed more efficiently, streamline communication with staff and therefore release more time for staff to focus on the pupils.
- It is anticipated that staff will continue and extend partnership working across both schools and take advantage of the additional Continuing Professional Development opportunities that the federation will provide, in terms of shared expertise and resources and shared training.

What would federation mean for the local communities of Mansfield and Hucknall?

- Two schools, under one leadership, will draw wider and improved community links, which would be strengthened by joint community partnerships and events;
- Opportunities for both local communities to become more involved in the work of the Federation would be enhanced, both during and after school;
- Other service providers (such as IT contracts and out of school clubs), in the positive support of children and families, will be used more effectively in the work that they do;
- A commitment to a stable, yet flexible, primary provision in the immediate local area.

The PRIDE Federation

What would change for the Governing Bodies of each school?

From 9th December 2019, the individual Governing Bodies of each school would cease to exist and a new Federated Governing Body of 15 members would be formed, comprising:

- 1 Local Authority Governor (regulations)
- 1 Executive Head Teacher
- 4 Staff Governors (regulations)
- 2 Parent Governors (1 from each school – regulations)
- 7 Co-opted Governors

The members of the Federated Governing Body will be appointed with due regard to their skills and the needs identified by the skills audits undertaken. The federated governing body will have the opportunity to appoint Associate Members to the governing body in order to bring the support and skills they need.

Proposed Committee Structure:

- Achievement & Challenge Committee
- Resources Committee (formerly Finance, General Purposes and Personnel)
- Strategic Pay Committee

Budget arrangements – the Federated Governing Body would receive the individual delegated budget for each of the federated schools. It will be able to use these across the schools, but would need to maintain mechanisms to provide an audit trail for each budget. The FGB would make budget decisions for both schools. The Schools' Budgets would be scrutinised by the Resources Committee.

What are the financial benefits of federation?

Federation will help both schools to remain financially viable and sustainable through continuing to benefit from: -

- achieving the economies of scale normally only enjoyed by larger schools;
- negotiating strength in dealing with suppliers is improved;
- sharing resources can result in savings as can the provision of joint training and Continuing Professional Development
- Federation can also offer opportunities to allow the schools to provide specialist resources which would not be affordable under a single small school.

What happens next?

The release of this document and its attachments (FAQs and Consultation Response Form) by the Governing Bodies of Sutton Road and Holgate School's marks the start of a six week consultation process during which time all those with an interest in either of the two schools will be asked their views about the proposal to federate.

THE CONSULTATION PERIOD

Starts on 20th September 2019 and ends on 15th November 2019 at 12 noon.

The PRIDE Federation

How to comment on the proposal

The closing date for comments to be received is 12 noon on 15th November 2019

- **Consultation Response Form:**
Please complete the form and either: -
 - post it to either school, to arrive no later than 12:00 noon on 15th November 2019
 - put it in one of the **Federation Post Boxes** in the school reception areas on or before the closing date
- You can **E-mail** your comments on or before the closing date to:
 - Office@suttonroad.org
 - Office@holgateprimary.org
- You can **Write** to either school:

Chair of Governors
Sutton Road Primary and Nursery School
Moor Lane
Mansfield
Nottinghamshire
NG18 5SF

Chair of Governors
Holgate Primary and Nursery School
High Leys Road
Hucknall
Nottingham
NG15 6EZ

This proposal document, the **Frequently Asked Questions (FAQs)** and the **Consultation Response Form** are also available on both school websites:

www.suttonroad.org and www.holgateprimary.org

Additional paper copies of these are also available from both school offices.

The PRIDE Federation

What happens after the end of the consultation period?

- After the consultation period ends on 15th November 2019, the federation working party will meet to consider all the responses. A written report will be produced to present to each governing body.
- The Governing Bodies of Sutton Road Primary and Nursery School and Holgate Primary and Nursery School will then meet separately to consider whether they wish to proceed with the federation.
- If both Governing Bodies are in agreement to continue with the federation, they will inform the Secretary of State for Education, The Diocese of Southwell and Nottingham and the Local Authority of its decision and will also inform other interested parties at the same time.
- The Governing Bodies and senior management teams of both schools will consider carefully the proposed structures and arrangements to ensure success in both schools.
- If, at the end of the consultation period, the decision taken is not to proceed with the Federation, it would be the Governing Bodies' intention for both schools to continue as currently, under the Executive Head Teacher and with separate Governing Bodies.
- The decision will be communicated to children, parents, staff and others with an interest in the school by
 - 6th December 2019.
- If the Governing Bodies of both schools agree to federate, the intention is for the federation to take effect from
 - 9th December 2019.

James Biddestone
Chair of Governors

Sutton Road Primary and Nursery School and Holgate Primary and Nursery School

The PRIDE Federation



Frequently asked questions



Will the school need to change its name?

No. Each school will keep its own name but there will be a separate name for the Federation.

Will there be a new uniform?

Not as a result of this process as we strongly believe that schools need to keep their own identity and their school uniform is part of this.

Will the staff stay the same?

When a school becomes part of a Federation, all permanent staff are entitled to transfer to it under the same employment terms and conditions and all staff remain employed by the Local Authority.

Who makes the decision to become a Federation?

The governing body of each school.

What does my school gain from being in the Federation?

There are benefits to all schools in the Federation – more opportunities for children; far greater opportunities for staff development and career progression which means we keep our best staff in the Federation.

Is there any research on the impact of Federations?

Ofsted has reported that, where schools work together and share leadership, standards have been raised and there have been improvements in children's achievement and behaviour.

(Leadership of More than One School; Ofsted, September 2011

<http://webarchive.nationalarchives.gov.uk/20141124154759/>

<http://www.ofsted.gov.uk/resources/leadership-of-more-one-school>

We also have seen a rise in standards at both Sutton Road Primary and Holgate Primary over the past 4 years due to the educational developments we have implemented through the rich range of expertise we have within our current collaboration.

Will there be any change to the admissions policy?

We intend to keep with the current arrangements which are determined by the local authority. Which means continuing to be very inclusive by welcoming all children.

Will the school term dates change?

Deciding term dates remain decision by the Local Authority and these are as published by them each year.

Will class sizes go up?

Not as a direct result of Federating. Other factors such as increase in catchment area population may cause class sizes to rise naturally but this would be no different to the current situation as it stands.

Who holds the school to account?

The Federation Governing body.

The PRIDE Federation

What are the financial benefits?

Shared procurement means better use of a wide range of external and internal resources across all the schools ensuring more money is spent on education and the children. More flexible approaches to some shared staffing arrangements have already been implemented for specific roles across the collaboration very successfully and these could become a more stable asset within a formal Federation structure. These have been far more cost effective to date than employing two people (one for each school) doing the same role.

Will the schools share a single budget?

No. Each school will continue to receive its own funding, manage separate budgets and keep separate records of its accounts. However, we will continue to seek opportunities when the two schools share costs or combine purchasing when this means that they will be able to get better value for their money.

Will one school take the lead over the other?

No. The two schools in the Federation will collaborate and work together as equal partners.

Who employs the staff of a Federation?

Staff will continue to be employed by each of the two schools, but managed by the single Federated Governing Body.

Will there be any changes in the conditions of service for staff?

No. There will be no changes and staff will continue to be employed by Nottinghamshire County Council on the same conditions of service as defined in their current contracts. This means that, for example, all employment rights and pension arrangements will stay as they are now.

Will staff work across both schools in the Federation?

Existing members of staff cannot be directed to work in a school where they were not originally contracted to be employed. However, there may be further opportunities for staff to work across both schools. Currently where this has been the case within our collaboration, staff have taken these opportunities as Continuing Professional Development and enjoyed the opportunity to share good practice and support other to improve pupil outcomes. In the future, vacancies could be advertised as working across both schools should this suit the needs of the Federation.

Can a Federation be dissolved?

Yes. The Governing Body can choose to end a Federation if it is believed that it is no longer in the best interests of the pupils. This is not an action that would be taken lightly or without due diligence and consultation.

Who would be on the Governing Body for the Federation?

The Governing Body for the Federation would comprise of a selection of existing Governor representatives from each of the two schools. These are a mixture of Parents, Co-opted professionals, staff and Local Authority Representatives. All current Governors have had support and training as to what the role of a Federation Governor is and what commitment will be required of them. They have completed a skills matrix to formerly apply for a position. The ability to seek continuing improvement at both the schools and ensure equitable resourcing is implemented is a key requirement within the remit for these roles.

We welcome your views on the Consultation Response Form overleaf.

COMMENTS (contd)

The PRIDE Federation

The closing date for the receipt of comments is the 15th November 2019 at 12 noon

Thank you for giving us your comments and views about the proposal to federate.

Please return your completed form either: -

- By post to:

Chair of Governors
Sutton Road Primary and Nursery School
Moor Lane
Mansfield
Nottinghamshire
NG18 5SF

Chair of Governors
Holgate Primary and Nursery School
High Leys Road
Hucknall
Nottingham
NG15 6EZ

- Or by putting it in one of the **Federation Post Boxes** in the school reception areas on or before the closing date
- Or by **E-mail** to: -
 - Office@suttonroad.org
 - Office@holgateprimary.org

Appendices:

Appendix 1	Proposed Timeline for the Federation Process
Appendix 2	Staffing Structure Overview

**Timeline for the Federation Process of Sutton Road Primary School and
Nursery and Holgate Primary and Nursery School**

Date/Timeframe	Sutton Road (SR) FGB	Federation Working Party	Holgate (HP) FGB
SR – 29 th April HP – 1 st May	FGB meeting to consider recommendation to federate		FGB meeting to consider recommendation to federate
W/B 15 th July		Federation Working Party meeting to write federation proposals	
W/B 9 th September	FGB meeting to agree federation proposals 12 th		FGB meeting to agree federation proposals 9 th
W/B 16 th September	Publication of proposals to LA, staff, parents, DfE <i>Start of 6 week consultation period</i>		
W/B 11 th November	End of consultation period – 15th November		
W/B 18 th November		Meeting of Federation Working Party to consider representations made	
W/B 25 th November	FGB meeting to consider federation – Final decision		FGB meeting to consider federation – Final decision
W/B 2 nd December	Publication of notice to federate		
Date to be agreed (usual the start of a term) 9 th December	Federation governing body established to governors		

The PRIDE Federation
Federation Structure *(as current within the collaboration)*

