



Knowleswood
Primary School



Proposal to Federate

Consultation document

Consultation period
25th February 2019 - 12th April 2019



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Cavendish Primary School
Hall Road
Eccleshill
Bradford
BD2 2DU

Phone: 01274 772175
Head of School: Jonathan Nixon



Knowleswood Primary School
Knowles lane
Bradford
BD4 9AE

Phone: 01274 778177
Head of School: Clare Cosgrove

Executive Headteacher: Noreen Dunn

25 February 2019

Dear Parents and Carers

We hope you have had an enjoyable half-term holiday with your children. As you are aware Cavendish and Knowleswood primary schools have been working closely together since September with Noreen Dunn as Executive Headteacher. Both schools have greatly benefited from this close partnership although this is currently only a temporary arrangement.

To continue this beneficial partnership, discussions between the Governing Bodies of the two schools have taken place and we are proposing a Federation between the schools. This will formalise the partnership between the two schools and allow staff to be appointed on a permanent basis. This will allow both schools to continue to work together on a formal and permanent basis.

Both schools will remain on their respective sites; the children will attend the same school as before and the schools will retain their own budgets. There will however only be one governing body which will have strategic oversight of both schools.

Attached is the information for the full statutory consultation process which will commence today (25th February 2019) and last for six weeks. This process is outlined in the attached consultation documents which gives greater detail of the proposal and meetings at the respective schools for you to share your views and ask further questions. Consultation responses must be done in writing either direct to the relevant school office or through the Survey Monkey link provided.

We believe this to be a very exciting proposal for the future of children's education in both schools and we hope that you share our enthusiasm.

We have also developed a FAQ guide to the Federation process, which is at the end of this document.

Yours sincerely

David Wilford
Chair of Governors
Knowleswood Primary School

Yours sincerely

Alix Mann
Chair of Governors
Cavendish Primary School



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Formal proposal for the Federation of Cavendish Primary school and Knowleswood 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.

This process is prescribed in the The School Governance (Federations) (England) Regulations 2012. These state that:

The governing bodies proposing to federate must jointly consider any responses to the proposals and each governing body must determine whether;

(a) to proceed with the proposals for Federation as published;

(b) to proceed with the proposals for Federation with such modifications as the governing body consider appropriate; or

(c) not to proceed with the proposals for Federation.

Context of both schools

Cavendish Primary School is located in the Eccleshill area in Bradford. It is an oversubscribed school with approximately 460 pupils on roll. Since 2016, Ofsted has judged Cavendish Primary School to be Good in all areas with significant strengths identified. The school has continued to improve since this inspection making strong improvements in the outcomes for pupils alongside a strengthening leadership team.

Knowleswood Primary School is located in the Holme Wood area of Bradford. It is a popular school with approximately 430 pupils on roll. In its last two inspections the school Required Improvement (November 2016). In July 2017, the previous Headteacher and the two deputy Headteachers left the school. In September 2017, following difficulties in recruitment, the local authority brokered the appointment of an interim Headteacher and a deputy Headteacher. In July 2018, the interim Headteacher, the deputy Headteacher, the assistant Headteacher responsible for early years and five teachers left the school.

Since September 2018 the leadership team of Cavendish Primary School have been supporting Knowleswood Primary School. The Headteacher of Cavendish Primary School became the Executive Headteacher of both Cavendish Primary School and Knowleswood Primary School. There are obvious advantages for Knowleswood Primary School in terms of school improvement and this was noted in the recent HMI visit.

There are also significant potential benefits to Cavendish Primary School staff and children through the continued partnership working that is already been carried out by the staff of both schools. Close partnership working has provided staff from both schools with high quality professional development opportunities.



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Each school has carefully considered whether the other schools existing values and ethos are in alignment. Both Governing bodies have also considered each schools strengths and areas for development. Both schools have met to discuss these and have found them to be a good fit.

What is a Federation?

A Federation is a formal agreement between two or more schools to work together on a permanent basis. The partnership of the two schools is led and managed under the direction of a single Governing Body including representatives of both schools. However, each of the schools in the Federation receives their own school budget, receive separate Ofsted inspection reports and has separately published results.

For the Cavendish and Knowleswood Federation, both schools would remain local authority maintained schools. It is possible for a Federation to be dissolved if the Governing Body decides it is in the interest of the children to do so.

What this would mean for both schools

The current leadership arrangements are a temporary arrangement while a Federation is permanent. The proposal for the Federation would strengthen the leadership structure in the following ways:

- One joint Governing Body for the Federation would have a strategic overview of the whole of the two schools from Nursery to Year 6.
- The opportunity for longer term planning.
- A permanent appointment of an Executive Head Teacher overseeing the work of the Federation.
- Permanent appointments of two Heads of School managing the day-to-day running of each school and other Leadership Team members for both schools
- Opportunities for extending the current arrangements for sharing staffing, expertise, resourcing and administration. This will include potential savings through joint procurement.
- Joint staff professional development opportunities across both schools.



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Proposal to Federate

What this proposal covers

1. The names of all the Governing Bodies wishing to federate together
2. The proposed name of the new Federation
3. Details of the proposed size of the Federation's Governing Body
4. The identity of the admissions authority for the schools within the proposed Federation
5. The date, not less than six weeks after the publication of the consultation proposal, by which written representations must be returned to the Governing Body - and the address to which they should be sent
6. The nature and scope of the formal consultation process
7. A draft *Instrument of Government for Federated Governing Bodies*
8. The proposed governance structure for the Federation
9. The proposed leadership structure for the Federation and its impact on the schools (including key HR issues arising from this)
10. The nature of the engagement with the Local Authority
11. The financial implications of federating

1 Governing bodies wishing to federate

1.1 The Governing Bodies of **Cavendish Primary School and Knowleswood Primary school** are proposing to form a Federation following a period of informal consultation as outlined in the sections that follow.

2 Name of the new Federation

2.1 The proposed name of the new Federation is the **Cavendish and Knowleswood Federation**

3 The size of the Federation's governing body

3.1 The Federation Governing Body shall consist of 12 Governors as follows:

Type of Governor	Total
1 Executive Headteacher Governor	1
1 Parent Governor from each school community	2
1 Local Authority Governor	1
1 Staff Governor from across the Federation	1
6 Co-opted Governors from across the Federation (one can be a member of staff)	6
TOTAL	12



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3.2 The new Federation Governing Body will be able to invite additional associate members as required to provide a strong skills set and ensure strong governance.

4 The admissions authority

4.1 Bradford Metropolitan District Council will remain the admissions authority for both schools within the Federation. The Federation will comply with the BMDC Admissions Policy.

5 The dates for formal consultation

The formal consultation will remain open for 7 school weeks, to enable written representations to be made to the respective Governing Bodies.

Proposal published and formal consultation opens on **Monday, 25th February 2019**

Deadline for written representations to Governing Bodies on **Friday, 12th April 2019 at 5pm**

Governing Bodies meet individually to consider written representations:

Cavendish FGB W/C 29th April 2019
Knowleswood FGB W/C 6th May 2019

Written representations should be made to the following addresses or through the provided survey monkey link.

Federation Consultation Cavendish Primary School Hall Road Bradford BD2 2DU	Federation Consultation Knowleswood Primary School Knowles Lane Bradford BD4 9AE
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6 Nature and scope of formal consultation

6.1 Both Governing Bodies are committed to meaningful stakeholder engagement throughout their respective consultation periods.

6.2 Although the timing of the formal consultation is synchronised between the two schools, each consultation is discrete to each school. **As such, any written representations should be made to the relevant Local Governing Body** and will be considered at this local level in order to maintain impartiality and reach a decision that is right for each school community.

6.3 In both schools, the formal consultation will consist of:

- Publication of this proposal on the schools' websites.
- Translated versions of this proposal in key relevant languages as required (Please make request from the relevant school office).
- Copies electronically sent to all parents outlining the consultation. (Hard copies can be requested from the relevant school office).
- A scheduled parents' consultation evening in each school (as tabled below).
- A scheduled staff consultation meeting in each school (as tabled below).

Cavendish Primary School	Parents	Tuesday 5 th March 2019 @ 9am
		Tuesday 5 th March 2019 @ 5pm
	Staff	Wednesday 6 th March @ 3.15pm
Knowleswood Primary School	Parents	Tuesday 12 th March 2019 @ 9am
		Tuesday 12 th March 2019 @ 5pm
	Staff	Wednesday 13 th March @ 3.30pm

- Submission of this proposal to the local authority.
- Copy of this proposal document forwarded to all main teaching and support staff trade unions and trade union representatives invited to staff meetings.
- Carefully planned student involvement (through existing student council) to involve students in the rationale and impact on them.
- Copy of this document along with covering letter signed by both governing bodies sent to the Secretary of State within one week on opening consultation.
- Copy of this document along with covering letter signed by both governing bodies published on Bradford Schools Online.



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7 Draft instrument of government

7.1 A draft of the Instrument of Governance for the new Federation Governing Body can be found at appendix 1 of this proposal.

7.2 Draft Terms of Reference will be formed once new Federation Governing Body has been formed.

8 Proposed governance structure

8.1 The Federation will have one overarching Governing Body with governance responsibility and accountability across both schools.

8.2 The Governing Body will have three sub-committees, each of which shall have delegated responsibility and accountability across both schools. The sub-committees will be:

Finance and General Purpose
School Improvement
Staffing

8.3 Both schools will maintain their existing community school status.

9 Proposed leadership structure

The leadership structure outlined from 9.1 to 9.5 represents a change to the existing leadership structures in both schools changing a temporary leadership structure into a permanent one.

9.1 The leadership structure of the Federation will have one permanent Executive Headteacher who works across both schools. This person will be the legally named Executive Headteacher of both schools and therefore will hold a Headteacher contract with the appropriate person specification and job description. This Headteacher contract will continue to be held by Cavendish Primary School with Knowleswood Primary School making an appropriate contribution towards employment costs (linked to proportion of working week spent at each school). If the Federation was to be dissolved, on the dissolution date the Executive Headteacher would revert to her former role as Headteacher of Cavendish Primary School.

9.2 Each school shall have its own individual Head of School to ensure operational consistency at local community level and a constant point of contact for students, staff and parents in each school. This post holder cannot be appointed on a Headteacher contract. They will be appointed on a leadership contract.



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9.3 Beneath the aforementioned leadership structure will sit the existing structure of Assistant Headteachers and other leadership responsibilities. There are no proposals to change the staffing structures of either school at this level or below by way of this proposal to federate.

9.4 Staff will continue to be employed by their respective schools with each school retaining contracts for staff they currently employ.

9.5 Although there are no plans to change staffing structures of either school below the Assistant Head teacher level as a result of this Federation proposal, however both governing bodies recognise that if this proposal goes ahead there may opportunities for both schools to save money by the sharing of resources including staff.

9.6 If this proposal to federate goes ahead the governors recognise that one of the potential benefits is sharing expertise. This may include asking existing staff to work across both sites. However, this is not something which would be imposed; decisions would be based upon consultation and negotiation with the member of staff in question. In the future new staff may be appointed by the Federation to work across both sites.

10 Engagement with the local authority

10.1 Both schools have worked closely with representatives from the local authority (LA) throughout the informal consultation process. The LA has provided advice and guidance on the Federation process itself as well as contributing to the discussions around the potential school improvement benefits that such Federation could bring.

10.2 The LA has been invited to attend the joint Governor working party and have agreed to support the appointment of an LA Governor to the new Governing Body.

10.3 The school has brokered specialist HR and pay advice and will continue to do so if the proposal progresses towards implementation following consultation.

10.4 The LA have provided specialist legal advice with regard to the consultation process.

11 The financial implications of federating

11.1 Although Federation will mean a single governance structure across both schools, each school will remain separate in terms of funding allocation from the LA.

11.2 It is anticipated that there will be some potential cost savings achieved through joint procurement of services, goods and training.



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11.3 As LA schools, the LA retains overall responsibility for the financial viability of both schools. In-year and carry forward deficits or surplus remain with the individual schools.

11.4 The costs/savings related to the proposed Federation leadership structure in section 9 of this document (Executive Headteacher) will be equally shared by both schools.

11.5 The Federation Governing Body is free to spend the money across the Federation, although an audit trail must be kept for each individual school budget. The Federation Governing Body would be responsible for ensuring that the budget for each school would balance and would not use the budget of one school to disadvantage the other. It may decide to 'pool' a small proportion of each school's individual budgets if it meant that both schools would get better value for money.



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APPENDIX 1 DRAFT INSTRUMENT OF GOVERNMENT

1. The name of the Federation is:

Cavendish and Knowleswood Federation

2. The names and categories of the schools in the Federation are:

Name	Category
Cavendish Primary School	Community School
Knowleswood Primary School	Community School

3. The name of the Governing Body is:

The Federated Governing Board of Cavendish and Knowleswood Primary Schools

Type of Governor	Total
1 Executive Headteacher Governor and Heads of Schools	1
1 Parent Governor from each school community	2
1 Local Authority Governor	1
1 Staff Governor from across the Federation	1
6 Co-opted Governors from across the Federation (one can be a member of staff)	6
TOTAL	12

5. Total number of Governors in accordance with regulation 25(2) or 27(2) of the Federation Regulations) is 12

6. The term of office for Governors shall be 4 years.

7. All members of the Governing Body will sign up to and adhere to the NGA Code of Conduct.

8. The instrument of Government will come into effect on xxxxxx 2019

9. A copy of the instrument must be supplied to every member of the Governing Body.



Executive Headteacher: Noreen Dunn

Key dates	
25 th February 2019	Consultation starts
5 th March 2019 9am and 5pm	Drop in session at Cavendish Primary School – all welcome
12 th March 2019 9am and 5pm	Drop in session at Knowleswood Primary School – all welcome
6 th March 2019	Staff meeting Cavendish – school staff only
13 th March 2019	Staff meeting Knowleswood – school staff only
Friday 12 th April 2019	Consultation ends - deadline for responses
29 th April 2019 and 6 th May 2019	Both Governing Bodies meet to consider all responses and vote on whether or not Federation will proceed.
W/C 20 th May 2019	Inform parents, staff and other stakeholders of the decision.
Summer Term 2019	Organise Parent governor elections / Staff governor elections / Co-opted governors / LA governors
1 st September 2019 or sooner	Start date <u>if</u> both Governing Bodies decide to federate



Executive Headteacher: Noreen Dunn

Frequently Asked Questions

Question	Answer
If the Federation were to happen, what changes would I see in my child's school?	<p>The main change would be the new governance and leadership arrangements – there would be one joint governing body for both schools and a permanent leadership structure from September 2019.</p> <p>The leadership arrangements would ensure day to day continuity for children, parents and staff by having a Head of School based in each school who would be responsible for the day to day leadership of that school, with a strong focus on teaching and learning.</p> <p>The Head of School would be supported by an Executive Headteacher/Headteacher who would have overall responsibility for both schools and with a strong focus on improving standards and strategic matters.</p> <p>The Executive Headteacher would spend time in both schools.</p> <p>There would be opportunities for each Head of School to work with the Executive Headteacher and each other.</p> <p>Within this arrangement, we can share and develop leadership across the Federation by using skills and experience flexibly across both schools, so that each school could benefit from a wider pool of talent and expertise.</p> <p>There are no immediate plans to change other aspects of the staffing structure in either school as a result of Federation. Over time we may seek to share staff as roles develop, become vacant, or new ones are created.</p> <p>The individual identity and character of the schools would stay the same including: school uniform; school identity; parent organisations; and sports teams etc.</p> <p>Both schools pride themselves on their caring school approach where children are known and valued as individuals - this is fundamental to our ideals and would continue if the Federation were to go ahead.</p> <p>Over time we expect that both schools can learn from each other, sharing the best from each and working together to improve teaching and learning.</p>



Executive Headteacher: Noreen Dunn

<p>What is an Executive Headteacher?</p>	<p>Executive Headteachers provide strategic leadership across two or more schools; they are supported by leadership in each individual school in the partnership.</p> <p>The Executive Headteacher would have an overview of both schools and would be helping both to improve by:</p> <ul style="list-style-type: none"> ○ working together to tackle shared priorities; addressing individual school priorities by benefitting from good practice in the partner school; and ○ streamlining practice, background management, and support functions to give a sharper focus on teaching and learning
<p>What would be the impact on staff, including those who provide support services to the school? (caretakers, cleaning, catering etc)</p>	<p>Other than leadership roles, there are no immediate plans to change the staffing structure or services in either school but over time we may seek to share staff as roles become vacant or new ones are created.</p>
<p>Would staff get the opportunity to work at both schools?</p>	<p>This is one of the potential benefits in terms of developing staff and sharing expertise. We would encourage this where it was beneficial and met school improvement priorities. However, this is not something which would be imposed; decisions would be based upon consultation and negotiation.</p> <p>In the future, new staff would be appointed to the Federation, which makes them available to work at both sites.</p>
<p>Does Federating the schools ultimately cost them more money?</p>	<p>No - in fact, it provides schools with opportunities to share costs and gain access to staffing and resources that might not otherwise be available to an individual schools.</p>



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<p>Is this just a Government cost saving exercise?</p>	<p>No - the recommendation to federate has been reached jointly by the Governing Bodies of both schools; no external influence has been applied.</p> <p>The funding of schools is primarily based on pupil numbers and as these numbers would not be affected by federating, the school budgets would remain the same.</p>
<p>Can a Federation be dissolved?</p>	<p>Yes - De-Federation is a straightforward process if two schools decide to separate again. It is considered good practice for a Federation to be reviewed every two years.</p>