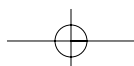
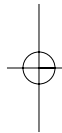
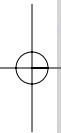
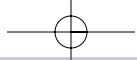


The proposed federation of Hob Moor Community Primary School and Hob Moor Oaks School



Consultation Document 2008





Dear pupil, parent, member of staff and member of the Hob Moor community

As Chairs of the Governors at Hob Moor Oaks School and Hob Moor Community Primary School we want the very best for our pupils
We want them to:

- ▶ receive good learning experiences
- ▶ have opportunities for personal development
- ▶ make friends
- ▶ be safe
- ▶ enjoy their time at school and achieve
- ▶ join in the life of the school and become active members of the community
- ▶ develop life skills and prepare for life after school.

Both schools are inclusive schools and value all their children. The needs of the pupils are at the heart of what we do.

Our pupils currently share the same site and have some of these opportunities already. We believe that in order to capitalise on the opportunities that the Hob Moor site can offer pupils, a more formal partnership between the two schools would be helpful and constructive. We want to consult with you to see if you agree with the ideas put forward in this booklet. One way of formalising the existing partnership is to have a Federation, which builds on the good practice that already exists and on the special strengths of each school.

The City of York already has several successful Federations. It is a proven way of strengthening provision, making progress and providing an enhanced education for children. Federation is where two schools remain separate schools but have the same single Principal and a Federated Governing Body. They keep their own budgets but gain flexibilities with regard to resources, facilities, learning opportunities, staff training and community activities.

This booklet is about Federation and the benefits of Federation. It sets the scene for everyone involved with Hob Moor Oaks School and Hob Moor Community Primary School to find out about Federation, to ask questions and to be able to think through the things that matter to them. It gives more detail about what Federation would mean in practice. Please read it, talk to us, ask questions, let us know your views and come to the consultation meetings that we will be hosting. Your views matter to us.

There will be a full consultation process and all views will be considered. This booklet is the starting point and we trust that you will find it helpful in thinking about how the Hob Moor site can provide the very best for all its pupils in a stronger partnership that builds on the strengths of both schools.



James Porteous M.B.E.
Chair of Governors
Hob Moor Oaks School

Nick Smart
Chair of Governors
Hob Moor Community Primary
School

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Background - Why consider Federation?

When Hob Moor Oaks School and Hob Moor Community Primary School moved into the new Hob Moor building it was felt that, in the future, there would be greater opportunities to develop a stronger partnership on a unique site that would benefit all pupils, parents, carers, staff and members of the local community.

Both schools needed a period of time to settle into their new environment and so Federation was not viable at that stage. However, changes in leadership and management in both schools has prompted the Governing Bodies to consider ways forward that would enhance learning, achievement and personal development for all pupils at the site.

As time has gone on it has become clear that both schools would gain from shared strategic leadership and management structure, with one overall Principal. This will provide greater opportunities for both schools to work together in a strategic and planned approach so that every child is given every opportunity to receive the best possible education and experience that this unique site can offer. Governors feel that it is now the right time to consult with the community of both schools about Federation and to seek views on the proposals within this booklet.

What is Federation?

Federation is where two schools remain separate schools but have the same single Principal and a Federated Governing Body. They keep their own budgets but gain flexibilities with regard to resources, facilities, learning opportunities, staff training and community activities.

Under Federation the two schools would remain as distinct, separate legal bodies. Federation is not the same as a merger. A merger means that both schools come together as one single school. There are a number of important differences between a Federation and a merger. Federation offers distinct advantages to both schools.

The two school budgets would remain separate, meaning that the schools would continue to access more funding than if they merged as a single school. This means that funding around pupils with special educational needs and learning difficulties and/or disabilities would not be affected. However, funding could be pooled between the two schools, where appropriate, in order to ensure the most efficient and effective use of resources. This means that pupils would gain from more facilities and equipment e.g. information and communication technology (ICT) resources, play equipment and books.

Staff would continue to be employed by their own school. This provides a level of job security that would not exist if the schools were to merge.





If Federation takes place, the senior leadership team could explore opportunities for staff to work across both schools, where appropriate, and if the staff had the necessary skills.

What are the benefits of Federation?

Pupils will benefit through:

- ✓ having a shared set of values and expectations across both schools
- ✓ having increased opportunities for learning across both schools
- ✓ having more opportunities for the schools to come together e.g. by bringing the two schools together for assemblies and other special occasions
- ✓ their schools being at the cutting edge of inclusive education and provision, being part of a wider and more inclusive community
- ✓ having consistent shared policies and values across both schools
- ✓ sharing a greater number of resources e.g. information and communication technology (ICT) facilities, libraries, classrooms, play equipment, the new building overall and play areas
- ✓ having greater support from all staff across both schools
- ✓ having access to a wider set of staff expertise and a wider range of teaching and learning styles
- ✓ having more chances to develop friendships with each other.

Parents and Carers will benefit through:

- ✓ having a shared ethos across the Hob Moor site which will enable a common set of beliefs, values, policies and practice
- ✓ having co-ordinated and joined-up leadership across both schools, leading to improved communication and clearer expectations for all pupils across both schools and with the community
- ✓ knowing that their children will be in schools that are striving to be outstanding and that jointly offer excellent education and provision
- ✓ knowing their children will have a greater range of teaching expertise
- ✓ knowing their children will gain from all staff expertise to ensure all pupils achieve to their full potential in line with the highest aspirations of parents, carers, staff and governors
- ✓ knowing that their children will be able to access teaching from both schools to enhance their learning
- ✓ knowing that resources and facilities will be shared across both schools, which will give richer provision for their children.

Staff will benefit through:

- ✓ being in outstanding schools that are jointly at the cutting edge of inclusive education and provision
- ✓ having increased opportunities to work with other colleagues and year groups. This means enhanced opportunities for teaching and professional development
- ✓ having a greater understanding of the different but complementary approaches needed for individual pupils
- ✓ sharing of specialist knowledge and experience e.g., sharing musical, dance and drama projects
- ✓ having a broader range of expertise amongst the staff on the site that will raise expectations and educational standards for the children in both schools
- ✓ being part of a highly motivated and experienced workforce, which fully believes in providing inclusive education that will bring considerable benefits to all the children
- ✓ more opportunities for economies of scale and sharing of resources.



The community will benefit through:

- ✓ having clearer communication from the Hob Moor site
- ✓ being able to communicate more easily with staff on the Hob Moor site
- ✓ being part of an enhanced, stronger and inclusive community.

Make-up of the new Federated Governing Body

As part of these proposals the two schools would move to a single Federated Governing Body. However, there could be two distinct committees, one for each school, reporting to the main Federated Governing Body. The new Federated Governing Body would carry the same level of responsibility as the current Governing Bodies but would be re-constituted to meet the latest government requirements.

It is really important that the experience, knowledge and commitment of all the current governors for both schools are maintained for continuity and smooth transition. In light of this, the new Federated Governing Body will be re-constituted to ensure that a maximum number of current governors are retained. Any current governors not given a role would be asked to continue on the Federated Governing Body in an advisory position until the end of their term of office.

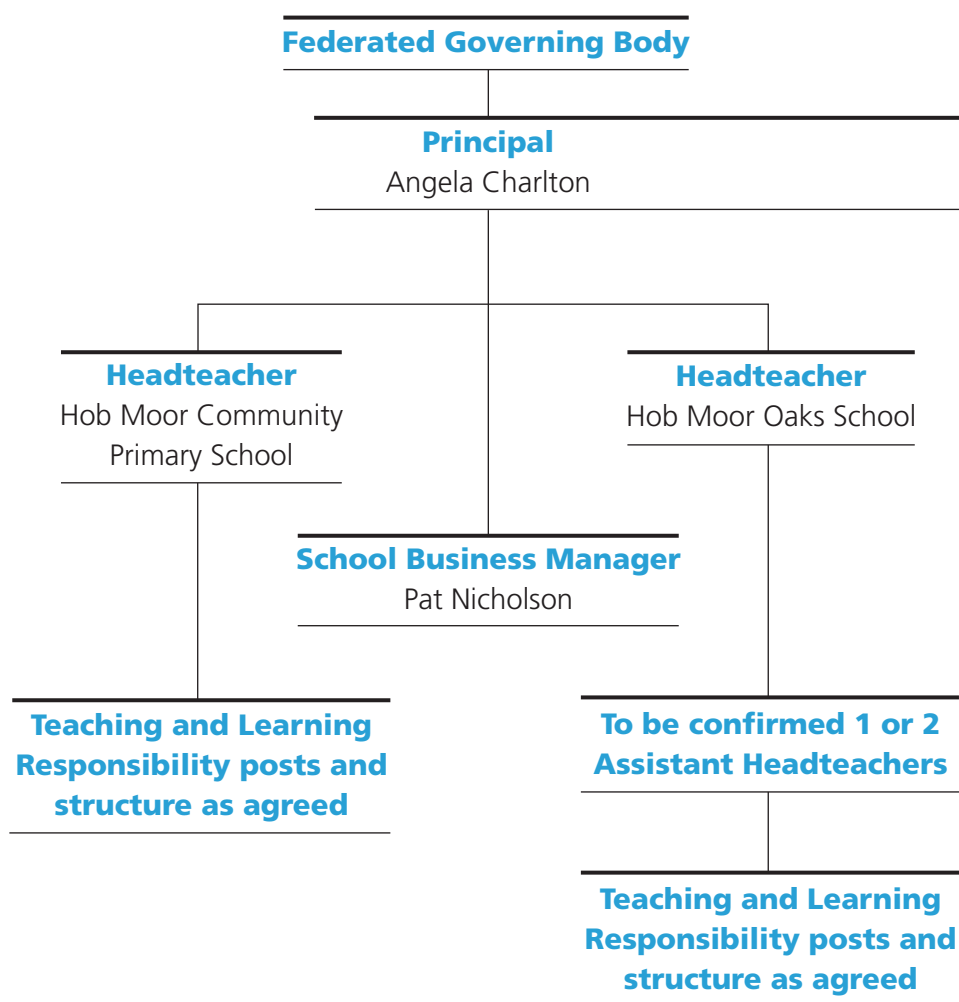
Any appointed/elected governor has the right to serve out their term of office, remaining as governors until the end of their term. Once their term of office has ended, however, they may not be re-elected or appointed unless there is a suitable vacancy. This proposal also maintains a mixed representation from both schools. This was felt to be particularly important for parent and staff representatives. The new Federated Governing Body would be responsible for electing the Chair and Vice-chair. The proposed make up of the new Federated Governing Body is as follows:



Principal	1
Headteachers	2
Parent Governors	7 Elected Governors (3 parents will be elected from each school with one place being offered across both schools)
Staff Governors	4 Elected Governors
Local Authority Governors	4 Governors (Appointed by the Local Authority)
Community Governors	4 Governors (Appointed by the Federated Governing Body to foster links with the community or add a particular skill)
Total number of Governors	22



Proposed Leadership and Management Structure



- ▶ Headteacher of Hob Moor Community Primary School - January 2008 to date
- ▶ Interim Consultant Headteacher of Ashfield Primary School, Otley - September 2007 to December 2007
- ▶ Headteacher of Moor Town Primary School, Leeds - January 2004 to August 2007
- ▶ Ofsted Inspector (including inspections of specialist provision) and Associate of the Institute of Bankers - ongoing



Questions

Do the views of pupils, parents and carers count?

Yes, we value the views of pupils, parents and carers and their contribution to this consultation process.

Please complete the comment form inserted in this booklet and please do come to one of the consultation meetings to ask questions, let us know what you think and voice your opinions.

They will be held on:

- ▶ 8 September 2008
 - 10am (Hob Moor Oaks School)
 - 11am (Hob Moor Community Primary School)



- ▶ 9 September 2008
 - 6.30pm (Hob Moor Oaks School)
 - 7.30pm (Hob Moor Community Primary School)

We will provide childcare if this means you are able to come. Please contact the Headteacher if you require childcare for these meetings.

We will also be seeking the views of all pupils through surveys and special assemblies.

What will the two schools be called?

The intention would be for each school to keep its own name and logo so that the individuality of each school is retained.



How will the idea of a Principal and two Headteachers work?

A new leadership structure will be established, which will allow for strategic leadership across both schools. The role of Headteacher (with increased leadership and management responsibilities) is expanding all the time. There are key areas for which the Principal would be responsible, enabling the Headteachers to really focus on their own schools. The Principal would have a “support and challenge” and “quality assurance” role, elements of which are currently undertaken by the local authority adviser or external consultants. Other examples might include liaison with Sewells (Private Finance Initiative Partner), the local community and businesses.

Federation means the best of both worlds – Headteachers able to focus on their own schools and their “uniqueness or speciality” and a Principal who provides that extra layer of leadership, support and challenge for both schools within the context of the Hob Moor site.

The partnership and relationship between the Principal and the Headteachers is crucial to the success of a Federation. The two Headteachers would be accountable to the Principal and through him/her to the Federated Governing Body. There would be regular and formal communication, discussion and consultation as well as the more informal opportunities of day-to-day conversations.

The Principal will have full overall responsibility for both schools and the Headteachers will each have leadership and management responsibilities delegated to them for their individual school. The exact details are still being discussed but Annex 1 is the starting point. Once finalised these will need to be written into the job descriptions for the Principal and the Headteachers, and agreed by the Federated Governing Body. It is worth noting that key decisions rest with the Federated Governing Body regarding budget, curriculum, pay polices, exclusions, admissions, premises and senior appointments.

What will the role of the Principal be?

The Principal will be the overall leader across both schools and will ultimately be responsible for the Headteachers of the two schools. This

means she will ensure that:

- ▶ the partnership is being used to the best effect for all pupils
- ▶ all children and staff are supported to achieve the highest standards
- ▶ all children are enjoying high quality learning and teaching
- ▶ all children are making real progress to the best of their potential
- ▶ children's needs are being met
- ▶ all aspects of safeguarding are secure
- ▶ resources are being deployed most effectively
- ▶ communication is of the highest quality
- ▶ policies and practice across both schools are consistent and used by all pupils and staff
- ▶ relationships are strong and productive.

What will the role of the Headteachers of each school involve?

Within a federated structure each school will have its own Headteacher with leadership and day-to-day responsibilities, agreed with and delegated to them by the Principal and the Federated Governing Body. This recognises that the two schools are unique but also share a common purpose. Having a Headteacher for each school recognises the specific needs of all learners within the individual schools and the expertise needed to meet those needs e.g. the Headteacher at Hob Moor Oaks School will be a proven effective specialist with a special school background.

Headteacher responsibilities would include pupil progress, learning and teaching, the production of the School Development Plan, self-evaluation, budget, curriculum, staffing, training for staff and Ofsted preparation. In addition, the Headteacher at Hob Moor Oaks School would have responsibility for specialist facilities, care plans and specialist staff.

The Headteacher of each school would be the first point of contact for parents and carers at that school.

How will the Senior Leadership Team be selected in a Federation?

If Federation were to be agreed the new Federated Governing Body, made up of representatives from both schools, would be responsible for the establishment and appointment of the Senior Leadership Team, ie Principal and Headteachers.

When schools federate there is the option for existing senior leadership staff in the schools concerned, i.e. current Headteachers, to be considered for the leadership posts in the new Federation, without the requirement to advertise, providing the new Federated Governing Body agrees that the



current post holders are the most suitable candidates for the posts.

In the case of a Federation at the Hob Moor site, this means that the current Headteacher of Hob Moor Community Primary School may legitimately be considered for the proposed post of Principal in the model outlined in this booklet, with further recruitment taking place to secure the two Headteachers then required for each school, below Principal level. The advantages of this course of action include maintaining a degree of continuity and ensuring the retention of high calibre staff who possess the necessary skills and abilities to take the Federation forward.

At the point of initiating this consultation the Governing Bodies of both Hob Moor Oaks School and Hob Moor Community Primary School believe that there is significant merit in considering a Federation model that would involve Angela Charlton, who is currently Headteacher of Hob Moor Community Primary School, being appointed as the new Principal by the new Federated Governing Body.



Who will be teaching my child? Will the same teachers remain on each site?

The existing teachers, teaching assistants and support staff will carry on working in their current school and there will be no compulsion for teachers or other staff to change. In reality, some staff, teaching and non-teaching, may view working in the partner school as an opportunity to broaden their experience. If someone wished to do this, and it was appropriate for both schools, that

person could make the move to the other school. There can be and will be no pressure. Any new staff recruited after Federation will be employed by the Federation and not by the separate schools. They would then be available to work at either school, if they had the necessary skills.

There will be a continued emphasis on the open door policy of both schools. Both sets of staff are currently approachable and available at short notice, and this will not change.

Will Hob Moor Oaks School retain its focus on special education, meeting the particular needs of its pupils?

Yes, this is very important to staff, pupils, parents, carers and governors. There would be a Headteacher whose delegated responsibilities would include ensuring that Hob Moor Oaks School children receive the best of care and provision.

What will the school times be?

Both schools will keep the same timings that operate at the moment, as this seems to be working well.

What will happen with school uniforms?

Both schools will keep the current school uniforms, again to retain the individuality of each school.

Will Ofsted continue to inspect both schools separately?

Yes. However, Ofsted and the Local Authority could also consider the opportunity for the two school inspections to coincide.

Will extra curricular activities continue?

Yes. These will be further developed and enhanced within the schools. Any changes to these arrangements will be sent out to parents and carers in advance.

What will happen if it is decided to disband the Federation?

Arrangements exist for federated schools to disband, however, this is only likely to happen if the two schools amalgamate.

What happens if the two schools do not federate?

If the two schools do not federate at this point they will each retain their previous separate status.

and finally...**Can you give me one reason why Federation is better than keeping the two schools completely separate?**

If both schools are to become good schools and then outstanding schools, offering the very best inclusive care, provision and education for all pupils, they need each other to move forward, sharing values, school improvement strategies and common practices. Federation, with one Principal and two Headteachers, will enable both schools to fulfil their potential in the partnership, be at the cutting edge of inclusive education and be part of a flagship Hob Moor site, as well as retaining their own uniqueness.

Timetable for Federation

2 June 2008

Representatives of the two Governing Bodies met with City of York Council officials to discuss options and possible ways forward for the schools.

5 June 2008

Each Governing Body met to consider and agree consultation on Federation. This was followed by simultaneous staff meetings in both schools.

6 June 2008

A letter went out to all parents and carers to explain the position, to inform them of the proposal on Federation and the plans to go out to consultation.

17 June 2008

The joint steering group, comprising 4 Hob Moor Community Primary School governors and 4 Hob Moor Oaks School governors, began meetings to develop an agreed consultation document.

24 June 2008

Hob Moor Community Primary School Governing Body ratified the document.

22 July 2008

Hob Moor Oaks School Governing Body ratified the document.

2 September 2008

Briefings will be held for the staff of both schools about the consultation.

8 and 9 September 2008

The document will be presented at meetings for parents and carers:

- ▶ 8 September 2008 at 10am (Hob Moor Oaks School) and at 11am (Hob Moor Community Primary School)
- ▶ 9 September 2008 at 6.30pm (Hob Moor Oaks School) and 7.30pm (Hob Moor Community Primary School)

These meetings will provide the opportunity for parents and carers to ask any questions. Further meetings will be arranged during week commencing 29 September to enable parents, carers, staff and other interested people to ask any further questions.

Copies of the consultation document will be forwarded to all interested parties on the 8 September. The six-week consultation period will last from 8 September to 20 October 2008. The last day for written comments to be submitted to the Chairs of Governors at the schools will be 20 October 2008 by 5pm.

22 October 2008

The two Governing Bodies will meet together to receive feedback and consider written comments and responses.

At a date to be determined

Each Governing Body will meet separately to consider its position regarding the proposal to federate the schools under a new Federated Governing Body.

If both Governing Bodies decide in favour of Federation, the Chairs will confirm this in writing to the local authority.

At a further date to be determined the Federated Governing Body will commence.**Published by:****These proposals are published by the Governing Bodies of both schools, sending them to:**

- ▶ the local authorities (City of York, North Yorkshire and East Riding)
- ▶ the Headteachers of the schools
- ▶ all staff paid to work at the schools
- ▶ every person known to be a parent/carer of a registered pupil at the schools
- ▶ professional associations and trade union representatives
- ▶ York, North Yorkshire and East Riding Members of Parliament
- ▶ elected councillors in the City of York
- ▶ The House, The Fun Club and Cherry Tree Nursery
- ▶ CANDI, the forum for parents of disabled children and young people
- ▶ agencies who work closely with the schools e.g. Limetrees, the PCT and Children and Families Social Care
- ▶ Applefields Special School.

A copy of the proposals will be made available for inspection at all reasonable times at each school, as well as at the central library and Acomb library.

Nick Smart

Chair of Governors
Hob Moor Community
Primary School

James Porteous M.B.E.

Chair of Governors
Hob Moor Oaks School

Annex 1 - Roles and Responsibilities

Headteacher of Each School (Accountable to the Principal)

The Headteacher will have responsibility and accountability for their individual school and will report directly to the Principal.

Strategic responsibility and accountability

- ▶ development plan stemming from overall Strategic Plan
- ▶ school self-evaluation (the OFSTED self evaluation form SEF)
- ▶ quality of learning and teaching
- ▶ performance of children at school
- ▶ tracking of pupil progress
- ▶ accuracy of teacher assessment
- ▶ designated budget
- ▶ curriculum plan
- ▶ common policies requiring specific input
- ▶ specific policies to the school's role

Pupils

- ▶ care of children at each school
- ▶ first point of contact for parents and carers
- ▶ personal education plans
- ▶ care plans

Staffing

- ▶ performance management for staff in schools
- ▶ supply and cover
- ▶ special needs staffing (special school)
- ▶ continuing professional development for school specific training
- ▶ staff induction

Site Leadership

- ▶ health & safety directly relevant to the school
- ▶ specialist facilities
- ▶ links with health professionals

The Headteacher of Hob Moor Oaks School will have special school responsibilities in addition to the above.

Principal (Accountable to the new Federated Governing Body)

The Principal will have overall responsibility and accountability for the two Hob Moor schools and will report directly to the new Federated Governing Body.

Overall statutory, strategic responsibility and accountability

- ▶ overall accountability for pupil and staff performance
- ▶ overall responsibility for school improvement
- ▶ overall strategic plan
- ▶ overall budget and management of resources
- ▶ grant/funding bids applications
- ▶ overall inclusive curriculum plan
- ▶ overall integration for pupils

Quality assurance

- ▶ quality assurance of the OFSTED self-evaluation forms for both schools
- ▶ quality assurance of teaching and learning, teacher assessment and pupil tracking
- ▶ quality assurance of induction

This aspect provides an additional layer of leadership, support and challenge to both schools. It is usually a role that could be provided by a School Improvement Partner (SIP), local authority adviser or external consultant. However, the Headteachers of the two schools would be responsible for individual monitoring and evaluation in their own schools.

Site leadership

- ▶ communication across site
- ▶ links with other partners on the site
- ▶ overall health & safety
- ▶ information and communication technology and overall resources
- ▶ common policies
- ▶ performance management of the senior leadership team
- ▶ professional development reviews for the senior leadership team
- ▶ child protection
- ▶ overall staffing
- ▶ liaison with Sewells (the Private Finance Initiative partner)

This aspect focuses on fulfilling the potential of the Hob Moor site and

making it the flagship it should be. It would incorporate a key leadership role in ensuring the separately managed "House", the Fun Club and Cherry Trees Nursery work seamlessly with the two schools. The Principal would have lead responsibility for both the extended schools and the Children's Centres agendas, enabling the two Headteachers to focus on their own schools.

Community/business links

- ▶ links with other partners on the site
- ▶ business in the community
- ▶ grant/funding bids applications
- ▶ links with the community
- ▶ links with other schools - national and local - narrowing the gap

This aspect is an ever-increasing responsibility for Headteachers and if the Principal takes responsibility for it, this would free the two Headteachers to focus on their own schools.

Result

