



All Saints Primary School



Armitage CE Primary School

Formal Proposal for the Federation of
All Saints Primary School
and
Armitage CE Primary School

February 2022

Formal Proposal for the Federation of Armitage CE Primary and All Saints Primary School

1. OVERVIEW

- 1.1 This proposal has been drafted after a period of informal stakeholder consultation with staff, joint governing board discussion, individual governing board discussion (at both schools) and consideration by a joint working party comprised of governors from both schools.
- 1.2 For reference, this proposal document has been drawn up using Manchester City Council's 'Becoming a Federation – Guidance about the process and associated leadership structures' (September 2019) which has been developed in-line with the School Governance Federation 2012 Regulations as amended by the 2016 Amendments
- 1.3 In accordance with the guidance, the governing boards of each school are required to consider this formal proposal in its entirety and reach a decision as to whether to approve the proposal and enter into a formal consultation period with stakeholders or not. The decision to approve this proposal was made by both Governing Bodies at their respective meetings on the 28th March 22 and the 29th March 22.
- 1.4 For the purpose of this document, the term “the Federation” is used to describe the newly proposed federation of Armitage CE and All Saints Primary School.
- 1.5 There is a set of Frequently Asked Questions in Appendix 1 of this proposal to provide further information about the process.

2. CONTEXT

- 2.1 Both Armitage CE Primary and All Saints Primary School are communities sited in the City of Manchester. Armitage CE Primary School serves the Diocese of Manchester. Armitage is in Ardwick the Central district of Manchester. All Saints is in Gorton the East district of Manchester.
- 2.2 Armitage CE is a two-form entry primary school with a year group of 60 pupils from Reception to Year 6 and a Nursery and a pre-school. It is a Group 4 school.
- 2.3 All Saints is a one-form entry primary school with a year group of 30 pupils from Reception to Year 6 and a 30 place Nursery. It is a Group 2 school.
- 2.4 Both schools serve a similar demographic in terms of families.
- 2.5 Since January 2020, the substantive Headteacher of Armitage CE Primary School has assumed an Executive Headteacher role across the two schools and staffing structures in both schools have been modified to reflect this. During that time, a core group of governors met and agreed the principles of the way the two schools would work together for the common good of the two schools.
- 2.6 Both Governing Boards have worked together to drive school improvement and hold school leaders to account. Armitage CE Primary School Performance Management Committee supported by the Chair of All Saints Governing Board has managed the performance management of the Executive Headteacher.
- 2.7 Both schools share the same values and vision for the education and improved well-being of our school communities.
- 2.8 Since 2020, the partnership between the two schools has evolved and strengthened and both governors and staff have seen significant benefits.

Both governing boards have met to discuss moving towards a more formal, hard federation and agree that this would benefit both school communities.

These benefits have included:

All Saints Primary School judged Good in their Ofsted Section 8 and Armitage CE Primary School judged outstanding in their Ofsted Section 5 inspection.

Improved outcomes for children

Financial savings made and reallocated on sharing human and physical resources

Improved standards in teaching, learning & assessment

Shared policies, practices, procedures and systems

Retention of high quality staff through new and wider reaching roles

Recruitment of new staff

Shared resources, including staff – (Senior Leadership, Curriculum Leaders, School Business Manager, Art Therapist)

Increased support for teachers to reduce workload – planning & assessment shared

Shared vision – curriculum, behaviour, learning, outdoor development, cross-school curricular teams in all subjects

Timetables, curriculum coverage

Attendance at meetings – one head for 2 schools

Strengthening leadership teams – safeguarding, curriculum. SENd admin

Flexibility

Opportunities to be creative with the curriculum & assessment arrangements

Increased CPD opportunities for staff

2.9 This proposal covers the following key areas:

- a) The names of the governing boards wishing to federate together and proposed federation date
- b) The proposed name of the new federation
- c) Details of the proposed size of the Federation's Governing Board
- d) The identity of the admissions authority for the schools within the proposed federation
- e) The date, not less than six weeks after the publication of the consultation proposal, by which written representations must be returned to the governing board and the address to which they should be sent
- f) The nature and scope of the formal consultation process
- g) The proposed governance structure for the Federation
- h) The proposed leadership structure for the Federation and its impact on the schools
- i) The nature of the engagement with the Diocese & local authority
- j) The financial implications of federating

3. GOVERNING BOARDS WISHING TO FEDERATE

3.1 The governing boards of: **All Saints Primary School and Armitage CE Primary School** are proposing to form a federation following a period of formal consultation as outlined in the sections that follow **to take effect from 1st September 2022.**

4. NAME OF THE NEW FEDERATION

4.1 The proposed name of the new Federation is **Aiming High Federation.**

5. THE SIZE OF THE FEDERATION'S GOVERNING BOARD

5.1 The Federation's Governing Board shall consist of 12 governors as follows:

Type of governor	Total Number
Executive Head Teacher Governor	1
Parent Governors elected from across the schools in the Federation	2
Staff Governor elected from across the schools in the Federation	1
Local Authority Governor Nominated by the LA and appointed by the Federation Governing Board	1
Foundation Governor (ex-officio) incumbent of the parish	1
Foundation Governor appointed by the Diocese of Manchester	1
Foundation Governor appointed by the Parochial Church Council (PCC)	1
Co-opted Governors	4
TOTAL	12

5.2 The new Federation Governing Board will be able to invite additional associate members as required to provide a specialist skills set and ensure strong governance. Associate members will not have the voting rights of the governing board.

5.3 An Instrument of Government for the new Federation governing board will be implemented. This outlines the constitutional membership of the new Federation governing board.

6. THE ADMISSIONS AUTHORITY

6.1 Manchester Local Authority will be the admissions authority for both schools within the Federation. The Federation will comply with the guidance and suggested admissions policy set out by Manchester LA.

7. THE DATES FOR FORMAL CONSULTATION

7.1 Once approved by both governing boards, this proposal (including the consultation schedule) will be published. The formal consultation will remain open for 6 weeks, to enable written representations to be made to the respective governing boards.

7.2 Local governing board meeting to consider approving this proposal: All Saints **29th March 22** and Armitage **28th March 22**

7.3 **If approved by both governing boards:**

Proposal published and formal consultation opens on: **Thursday 31st March**

Deadline for written representations to governing bodies: **Thursday 12th May 22**

Governing boards meet jointly to consider written representations:

Wednesday 18th May 22

7.4 Written representations should be made to the Governing Board of the relevant school at the following addresses:

**FAO Mr Philip Geldard
Armitage CE Primary School
Rostron Ave
Ardwick
M12 5NP**

**FAO Mrs Anne Unwin
All Saints Primary School
Belle Vue Street
Gorton
Manchester
M12 5PW**

Or admin@armitage.manchester.sch.uk or admin@allsaints-pri.manchester.sch.uk

8. NATURE AND SCOPE OF FORMAL CONSULTATION

- 8.1 Both governing boards are committed to meaningful stakeholder engagement throughout their respective consultation periods.
- 8.2 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 board and will be considered at this local level in order to maintain impartiality and reach a decision that is right for each school community. For each school, the formal consultation will consist of:
- Publication of this proposal on the school's website
 - Translated versions of this proposal in key relevant languages upon request
 - Copies to all parents outlining the consultation and referring to the full proposal online (including advice on how to obtain a hard copy by request and advice on how to make written representations)
 - A scheduled staff consultation meeting in each school (as tabled below)
 - A scheduled parents consultation in each school (as tabled below)

School Name	Date	Staff	Time
Armitage CE Primary School	Tuesday 26 th April	Staff	3:45
All Saints Primary School	Wednesday 27 th April	Staff	3:45
Armitage CE Primary School	Monday 25 th April	Virtual Meeting Parents	5:00
All Saints Primary School	Tuesday 19 th April	Virtual Meeting Parents	5:00

- Submission of this proposal to the Local Authority –
- Submission of this proposal to Diocese of Manchester –
- Copy of this proposal document forwarded to all main teaching and support staff trade unions and trade union representatives invited to staff meeting
- A copy of this document along with covering letter signed by both governing boards sent to the Secretary of State within one week on opening consultation

9. PROPOSED GOVERNANCE STRUCTURE

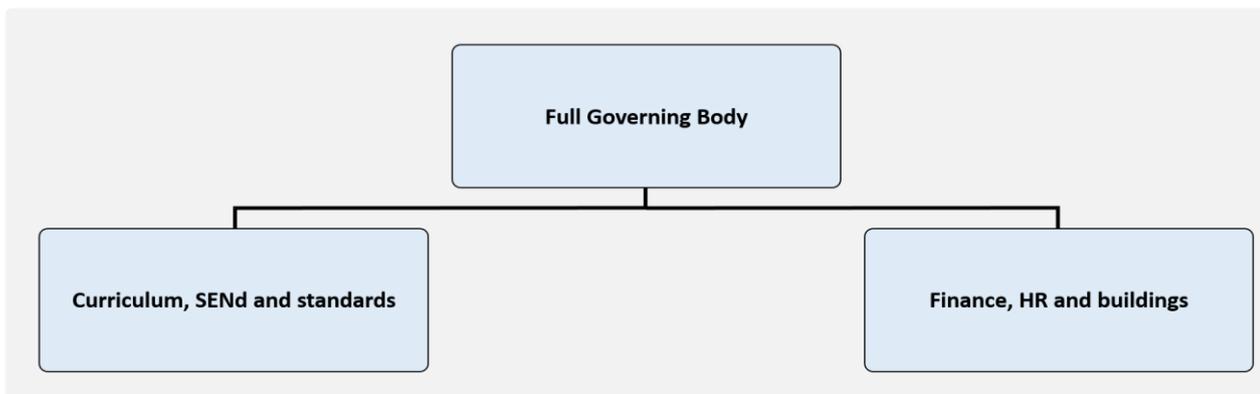
9.1 The Federation shall have one overarching governing board with governance responsibility and accountability across both schools.

9.2 The governing board shall have two committees, each of which shall have delegated responsibility and accountability across both schools. The committees shall be:

Curriculum SENd & Standards Committee

Finance/Pay, HR, Staffing and Buildings/Health and Safety Committee

The Executive Headteacher shall sit on all committees.

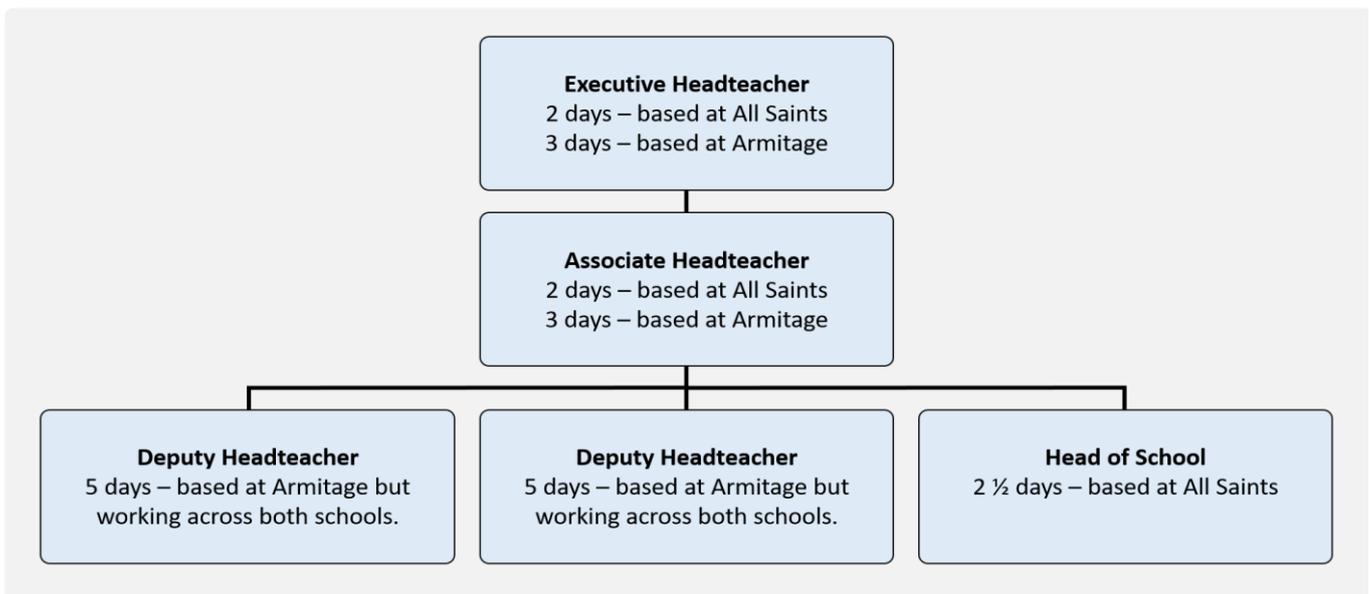


9.3 Armitage CE Primary School will maintain its existing Voluntary Controlled school status. All Saints Primary School will maintain its Community School status.

10. PROPOSED LEADERSHIP STRUCTURE

10.1 The Federation shall have one Executive Headteacher who works across both schools. This person will be the legally named Headteacher of both schools and therefore will hold a Headteacher contract with the appropriate person specification and job description.

10.2 The current leadership structure at each school will not change significantly from the current interim arrangements. At All Saints, there will be a 0.8 Leadership Post covered by the Executive Headteacher and Associate Headteacher and a 0.5 Head of School Post. At Armitage CE Primary School, there will be a 1.2 Leadership Post covered by the Executive Headteacher and Associate Headteacher and two FTE Deputy Headteachers that will be predominantly based at Armitage but will work across both schools.



10.3 Under the Federation, it is proposed that on a daily basis each school shall have a senior leadership teacher available as a point of contact for pupils, staff and parents in each school. The post of Associate Headteacher will continue to work across both schools supporting the Executive Headteacher with an additional focus on day-to-day operation and curriculum and assessment, to ensure a cohesive approach. The 0.5 Head of School post will focus on inclusion and day-to-day operation. The Deputy Head posts will lead on core areas of the curriculum and other significant areas of school improvement. The Associate Headteacher will continue to hold a deputy headteacher contract although this will be at a higher scale to that of the deputy headteacher and Head of School contract. The Deputy Headteacher and Head of School Posts will continue on a Deputy Headteacher contract with an

equivalent level of responsibility and will all report directly to the Associate Headteacher in the first instance.

- 10.4 There will be a need to update and amend all staff contracts (teaching and support) to Federation contracts to reflect the fact that staff will be employed on behalf of the federated governing board. Terms and conditions of employment of members of staff will remain the same and staff will continue to be employed to work at a specific school site. However, a mobility clause will be added into all new staff contracts which will outline that staff may be required to work at the other school as it may be reasonably required from time to time. This will enable the federation to continue to benefit from the strengths that have been identified through the collaborative work that has already taken.
- 10.5 The Executive Headteacher and Associate Headteacher post will be newly created as part of this Federation. The Executive Headteacher and Associate Headteacher will be employed under the direction of the Federation and will be required to work in both schools in order to help create plans and systems to drive the mission of the Federation forward. As such, the post-holders will be contracted to work across the whole Federation.
- 10.6 The School Business Manager Post will be required to work across both schools and will be employed under the direction of the Federation. It is anticipated that further federation posts will be created as the federation evolves.

11. ENGAGEMENT WITH THE DIOCESE OF MANCHESTER & LOCAL AUTHORITY

- 11.1 Both schools have worked with representatives from the Diocese of Manchester and the Local Authority (LA) through an initial informal consultation process. The Diocese and LA have 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.
- 11.2 The Diocese and LA have attended the joint governor sub-committee and have agreed to support the appointment of foundation governors and an LA governor to the new governing body.

12. THE FINANCIAL IMPLICATIONS OF FEDERATING

- 12.1 Although federation will mean a single governance structure across both schools, each school will remain separate in terms of funding allocation from the LA.
- 12.2 It is anticipated that there will be some potential cost savings achieved through joint procurement of services, goods and training. Such savings have already been realised in the procurement of services in the current cooperative structures. All such savings made will be fairly reinvested.
- 12.3 As maintained 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.
- 12.4 The Federation governing board will spend the budget allocated for each school. An audit trail must be kept for each individual school budget and will be monitored externally. The Federation governing board will be responsible for ensuring that the budget for each school will balance and will 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.

Appendix 1 – Frequently Asked Questions

1. What is a federation?

A federation is where a number of schools come together under one governing board. The schools' individual governing boards are disbanded and a new single over-arching governing board is formed for all the schools in the federation. The schools in the federation keep their own names and uniforms, they do not merge. The main change is to the governing board.

2. What does a 'consultation' mean? Is the decision already made?

No decision has been made in relation to the federation. At the moment, this is just a proposal, and can be progressed, amended or withdrawn. This consultation is just the first stage in the process, and all opinions will be carefully considered before a final decision is taken to progress.

3. What are the next stages in the process?

Following the consultation period of six weeks, both Governing Boards will review all opinions and information gathered during this process and will use this as a basis to make a decision to:

- Proceed with the proposal as published.
- Proceed with the proposal with modifications that the governing boards consider appropriate.
- Not proceed with the proposal to federate.

4. Will I need to buy new uniforms? No. Each school will continue to retain its own identity and continue to keep its own school uniform.

5. Will the school name change?

No. The names of the schools will remain the same the only change of name will be to the governing board which will oversee both schools.

6. Will my child have to attend a different school?

No. Pupils will continue to attend the school they currently attend. There will be no changes to where pupils are educated.

7. Will there be a change to admissions policies at the schools? Will we need to re-apply for a school place?

There will not be any change to the way that pupils are admitted to both schools. Both schools will retain their own identity and pupils currently attending either school will retain their places. The admissions process for each school will remain separate.

8. How will schools be inspected by Ofsted?

Both schools will continue to be inspected separately and listed separately in league tables. Ofsted is increasingly aware of and interested in the role that federations and collaborations play in improving standards.

Dear Parents and Carers,

I am writing to you regarding the way that both Armitage CE Primary in Ardwick and All Saints Primary in Gorton currently work together and our potential plans for the future. Those of you with children in Key Stage 2 and above will remember that in October 2019, the governors of All Saints requested that I support All Saints in an executive role, splitting my time between the two schools. The governors at Armitage agreed and this commenced at the start of January 2020.

Following this time, a lot has happened but crucially, both schools have gone from strength to strength ensuring that the children in both schools have a positive school experience, a broad curriculum, highly effective teaching, spiritual guidance, emotional support and a high-quality environment for learning.

Ofsted has inspected both schools over the last few years. Armitage was inspected in March 2019 and a grade of 'Outstanding' was awarded. All Saints was inspected more recently with a judgement of 'Good' in October 21. Ofsted recognised that this partnership was both strong and beneficial to the two schools, professionally, financially and most importantly in terms of the positive impact on educational provision for the children.

Following this, the governors of both schools agreed to set up a joint committee to look at the possibility of a permanent arrangement for joint working. We opened up lots of questions as part of our discussions, mainly relating to our desire for the two schools to retain their unique identity, uniform, mission and status.

In March this year we were ready to open up a consultation process to parents / carers and staff regarding a formalised partnership that would be called a 'Federation'.

Enclosed with this letter is a proposal by our governors to formally federate our two schools.

- Proposal for the Federation of All Saints and Armitage CE Primary School

There will be a consultation time available as specified in the attached document and written representation can be made to the Chair of Governors for either school as detailed in the proposal.

The proposal will also be uploaded onto the website for both schools.

If a hardcopy is required, please contact either admin@armitage.manchester.sch.uk or admin@allsaints-pri.manchester.sch.uk

Please read the enclosed – if you have any questions, please contact me at either head@armitage.manchester.sch.uk or head@allsaints-pri.manchester.sch.uk

Kind Regards

Gaynor Stubbs