

## **Buxton Primary School**

### **Formal Proposal to become a Foundation School supported by a Charitable Trust**

#### **1. Introductory Information**

##### **(a) School details:**

Buxton Primary School, Aylsham Rd, Buxton, Norfolk, NR10 5EZ

Headteacher – Ms D. Leahy

Tel: 01603 279357; enquiries to [office@buxton.norfolk.sch.uk](mailto:office@buxton.norfolk.sch.uk)

Category of school: Community School

(b) **Dates:** the planned implementation date for this proposal is 3<sup>rd</sup> May 2011

##### **(c) Objections or Comments**

Further information is available on the Cluster website at [#http://www.aylshamcluster.co.uk/](http://www.aylshamcluster.co.uk/)

Any objections and/or comments need to be forwarded to the Governing Body by 28<sup>th</sup> March 2011 (28 days after this publication) and addressed to Mr M Jackson, Chair of the Governors, Buxton Primary School, Aylsham Rd, Buxton, Norfolk, NR105EZ

#### **2. Public Consultation**

(a) Consultation took place between 10<sup>th</sup> Jan 2011 and 7<sup>th</sup> Feb 2011 (4 working weeks during term time) and the following groups were sent details of the proposals:

- a) Young people currently on roll at the school;
- b) Parents/carers of pupils currently on roll at the school;
- c) Staff currently employed at the school, both teaching and non teaching;
- d) The governing body, teachers and other staff of any other school that may be affected by the proposals;

- e) Families of pupils at any other school that may be affected by the proposals;
- f) Any trade unions who represent staff at the school and representatives of any trade union of any other staff at schools that may be affected by the proposals;
- g) The Norwich Diocesan Board of Education for the Church of England;
- h) The Young People's Learning Agency;
- i) Local Members of Parliament whose constituencies include the school (including MEPs)
- j) Local Borough, District or Parish councils where the school is situated;
- k) The Early Years Development and Child Care Partnership, or those who benefit from a contractual arrangement giving them the use of the premises;

**(b) Meetings**

10.01.11	Public Consultation packs distributed / details 'live' on the website
27.01.11	Open Staff meeting
27.01.11	Open Parents & Stakeholders meeting
30.01.11	Assemblies for pupils
02.02.11	School Council meeting

Those consulted were invited to look at the Cluster website which provided details of:

- Consultation letters to stakeholders
- Stakeholder Questionnaire
- Changing status (Booklet 1)
- Trust schools - Frequently Asked Questions (Booklet 2)

**(c) Responses:**

During the consultation period, 6 staff and 3 parents/ stakeholders attended the Open Meetings which were managed by the Vice Chair of Governors and the Headteacher. Any concerns raised were answered to the questioner's satisfaction or noted down for further research. Key questions raised at the Public Consultation Meetings are available on the website.

Staff responses were also represented through their professional associations in meetings with the Headteacher. Once issues had been clarified, the overall response was in favour of Trust Status.

The Student Council's feedback on behalf of all pupils was very positive. The Council felt that they liked working with children from other schools for a number of reasons. If the Trust would mean more chances to share with other children, they thought it would be a good idea. The older children particularly liked visiting the High School for plays and sporting events. Details are available on the website.

There was 1 written response

Questionnaire responses/comments received: 10 Replies

**Question 1: How do you feel about BPS changing its status to become a Foundation School?**

Yes – 10 (100%); No - 0 (0%); I don't know – 0 (0%)

**Question 2: How do you feel about BPS acquiring a Trust?**

Yes – 10 (100%); No – 0 (0%); I don't know – 0 (0%)

**Question 3: Do you think that BPS should develop long-term partnerships and work with the following organisations to achieve its educational aims?**

Overall, there was a positive response to our proposed partners, with a mean approval rating of 91%. Yes – 100% to 80% / No – 0%.

A significant number of 'Don't knows' with regard to our proposed business and community partners, indicates that we need to provide more information for stakeholders.

**Question 4: Do you think this new Governing Body model is right for the school?**

Yes – 10 (100%); Yes/Concerns - 0 (0%); Yes/More Trust Govs- 0 (0%); No – 30(0%); I don't know – 0

**Question 5. Do you agree with the proposal to establish a Stakeholder Council?**

Yes – 9 (90%); No – 1 (10%); I don't know – 0 (0%)

**Question 6. Do you have any other comments, concerns or suggestions that we should consider?**

A range of issues were raised which have been addressed in the Governors' feedback document.

**The consultation documents are available on the Cluster website at # <http://www.aylshamcluster.co.uk/>; or from the school office.**

**The public consultation feedback was issued to stakeholders listed above and placed upon the Cluster website.**

All applicable statutory requirements about consulting on proposals have been met.

Copies of the consultation documents and responses are available on the Cluster website.

The prescribed alteration is:

- (i) A change of category to Foundation status
- (ii) The acquisition of a Trust

**3. Current Education Standards**

External Key Stage results 2010:

L4+ English 62%

L4+ Maths 67%

L4+ Science 81%

Ofsted Report – Feb 2009 – Grade 3 overall (Satisfactory and Improving)

**Impact on results if Trust status is not acquired:**

The school will continue to collaborate with the other local schools in the cluster as before – for as long as the goodwill of existing Leaders encourages and supports this. Buxton has benefitted greatly from this collaboration providing children with a range of additional collaborative ways to learn and to apply learning.

**Impact on results if Trust status is acquired:**

Formalising our collaboration provides a firm basis on which to build our success. Our 'tricky times' are well and truly behind us now with much more stability in the school; current evidence identifies improving Standards and Progress and improvements in the quality of teaching and learning throughout the school. We anticipate continued support from within the cluster (Trust) as well as support from carefully selected external partners will provide further opportunities to build on these achievements. Similarly, through this period of transition we have built up expertise of our own which we aim to share across all schools.

Children's learning can become adventurous and more focused as we share expertise between schools. The time of the headteacher will be better used to support teaching and learning, as decisions relating to support office and premises staff are made collaboratively for the benefit of all. Financial resources will be freed up as we use our combined purchasing power to secure competitive prices.

As a closely linked group of schools we can nurture potential staff talent – use staff expertise to support colleagues and identify quality potential leaders to continue to move forward constantly striving to provide quality education.

Finally, our ongoing work with families right across the cluster will strengthen as we endeavour to provide equality of opportunity to all parents and all children in our area. In practice this means, equal access to support services, quality education, pre school provision, quality childcare, out of school activities and all other extended services.

Our combined commitment is to be outward looking and thinking, constantly striving together to provide children with the best educational experience possible, so ensure their future success. Collaboratively this is achievable. The formation of a Co-operative Trust will promote our desire to keep moving forward, seeking further successes through reflection and change and utilising the expertise of external partners to promote our aims and vision.

#### **4. Changing Category to Foundation**

##### **Rationale:**

To facilitate the organisation of the Trust, the school is required to alter its current status to become a foundation school and acquire a Foundation. In acquiring Foundation Status, the Governing Body and not the Trust, will assume new responsibilities including the employment of staff and the admission of students to the school. In addition, the Trust will hold the land and assets in trust for the school. The Governing Body will have day to day responsibility for managing the assets, as is the case now.

The governing body will largely retain its present composition save for the impact of the school becoming a Foundation school and acquiring a Trust (which will appoint a minority of governors.)

All current staff will transfer across to the employ of the governing body under the appropriate regulations. Existing and new teaching staff will continue to work under the terms of the 'School Teacher's Pay and Conditions Document' (STPCD). The Governing Body will set out the terms and conditions for new support staff which will be in accordance with nationally and locally agreed pay and condition negotiations. All staff will therefore always enjoy the same or better terms and conditions of employment as in any maintained state school.

The School will continue to teach the national curriculum and will be inspected by OFSTED at appropriate times.

The Governing Body will also become responsible for pupil admissions, but will work jointly with the Local Authority to administer the provision of pupil places within the requirements of the National Schools Admissions Code. Whilst not intending to alter admissions arrangements, the School has the right, as a Foundation school, to alter its admissions arrangements to ensure they support the agreed educational objectives which it shares with its partner associated schools.

#### **5. Acquiring a Trust**

(a) Name of the Trust: The Aylsham Cluster Trust

##### **(b) Rationale:**

The school's Vision and Values and its expectations of students will form the basis for the work of the Trust and will be unaffected by the change in school status. It is envisaged that the new partnership arrangements will contribute significantly to a further improvement in Buxton Primary School's performance and see better educational experiences and outcomes for every young person and their family.

The principal aim of The Aylsham Cluster Trust is to provide an inspiring range of experiences to raise standards and aspirations and improve opportunities for all.

Essential features of the proposed Trust will be to: -

1. Raise Aspirations, by

- Raising standards in literacy, numeracy and ICT
- Embedding learning & Increasing opportunities for all;

2. Work with Families, to create

- Healthy and Safe Communities
- Community Cohesion;

3. Ensure Professional development for all, to

- Increase leadership capacity
- Continue workforce development;

4. Develop Sustainable Schools, by

- Working co-operatively to prepare for the challenges / opportunities for schools in a rural context
- Ensuring effective procurement, commissioning and Value for Money.

Our Trust will be a 'Community Development and Co-operative Model.' We have decided to use this model as it enables those who are directly involved in the school, parents/carers, staff and learners, to become engaged in its long-term strategic direction through membership of the Trust. It will also allow those more indirectly involved, such as other members of learners' families, to become involved. We believe that engaging members alongside the organisational partners detailed is essential if we are to achieve our vision of transforming educational opportunities for all in the community we serve.

The Co-operative values of self help, self responsibility, democracy, equality and solidarity and the ethical values of honesty, openness, social responsibility and caring for others give the Trust a firm foundation on which to improve standards of education.

The Trust gives a local platform to develop and enhance opportunities for young people and it creates a new way in which partners can work together under the themes of education and training, community cohesion and sustainability.

The work of the Trust will enhance the work already undertaken and offer a longer term opportunity for the closer development and collaboration between the cluster schools and the Trust.

It is intended for it to be possible for all parents/carers, pupils and their extended families to join the Trust membership (subject to legal constraints) and gain benefits from doing so.

The Trust will have an ethos of co-operation and democracy consistent with the globally shared co-operative values. It will seek to empower learners and the community to achieve its aim of raising achievement and expectation of learning recognising that tomorrow's learners will live in an increasingly global economy, facing the challenges posed by rapid environmental and economic change. Fostering the values of self-help and self-responsibility it will help young people prepare for these challenges and their future as global citizens. It should also help to ensure that for our stakeholders we are increasingly seen as 'our' school, within 'our' community.

We wish to work towards structures for strategic partners to contribute to planning and delivering sustainable community development projects, which will raise aspirations, raise attainment and ensure that parents and families are well supported, through prevention and early intervention.

### **(c) Membership of the Trust**

Each school member, listed below will nominate 2 voting trustees to sit on the Trust Board: -

Aldborough Primary School

Aylsham High School

Buxton Primary School

Bure Valley School

John of Gaunt Infant School & Nursery

Erpingham VC Primary School (as External Partners)

St Michael's CE VC Nursery & Infant School (as External Partners)

Contributions from our external trust members: -

<p><b>The Benjamin Foundation</b></p> <p>(will nominate 1 voting trustee to sit on the Trust Board)</p>	<p>Our aim is to provide high quality services and opportunities that significantly improve the lives of children and young people and which may not be available to them if we were not in operation.</p> <p>The Benjamin Foundation was founded more than 15 years ago and exists to help people in Norfolk deal with many of the challenges that life throws at them; whether 'everyday' issues such as childcare or heartbreaking problems like abuse and homelessness.</p> <p>The charity provides a range of practical services, support and counselling which all aim to empower people and give them back a sense of hope and control. For example:</p> <p>Parent Support Advisers are there to help parent and families deal with any worries or concerns they have about their child, including issues in their own lives that impact upon their child/ren.</p> <p>Time For You (T4U) is a high quality service offering support, advice and guidance for children and young people aged 4-19 facing issues impacting on their emotional well-being. This service is now delivered in over 40 schools across the county.</p> <p>We provide a broad range of youth work from centre based work, to outreach work to specialist provision for those with disabilities.</p>
<p><b>The National Trust</b></p> <p>(will nominate 1 voting trustee to sit on the Trust Board)</p>	<p>As a national charity, we have over 3.6 million members and 55,000 volunteers. More than 14 million people visit our pay for entry properties, while an estimated 50 million visit our open air properties. NT invests over £160 million a year in the nation's environmental infrastructure and works with over 40,000 companies, including 2,000 specialist conservation businesses.</p> <p>We are committed to working in partnership to:</p> <ul style="list-style-type: none"> <li>• Creating opportunities for life-changing experiences</li> <li>• Providing places where people can be inspired and experience relaxation, enjoyment and enrichment</li> <li>• Inviting people on a journey of discovery by engaging in learning</li> <li>• Valuing learning for its own sake and for the equality of opportunity it brings</li> </ul> <p>We will use our diverse properties as venues and catalysts for learning, enabling us to develop mutually beneficial relationships with local people by enabling inclusive and participatory access to our properties</p>

	<p>We are able to provide first-hand experiences that cannot be recreated in the classroom; experiences in the ‘real’ environment where young people can feast their senses, practise new skills and develop their creativity and love of learning.</p> <p>We want to put all our properties – built or natural – back at the centre of life in today’s communities, to help grow a sense of belonging, and encourage local pride and identity.</p>
<p><b>The Sainsbury Centre for Visual Arts</b></p> <p>(will nominate 1 voting trustee to sit on the Trust Board)</p>	<p>SCVA is an awe inspiring modern building which houses the Robert and Lisa Sainsbury Collection. The collection combines modern western art with fine and applied arts from Africa, Pacific, the Americas, Asia, Egypt, the Ancient Mediterranean and Medieval Europe, spanning 5,000 years of human creativity.</p> <p>We would like to use our facilities, resources and expertise open to show your students how art can reflect a whole world and widen cultural horizons. For example how looking at art can both reflect the world and lead us to enjoy perceptions of a wider world; how art objects are a powerful starting point for thinking about wider aspects of peoples, cultures and histories;</p> <p>How encounters with objects can be enlightening or baffling, clear or mysterious and how, in the course of new encounters, we can look, discuss, speculate, share views, make links, research and learn. New things and new skills will emerge during these processes which may never previously have considered. Art really can provide a ‘window on the world’.</p>
<p><b>City College Norwich</b></p> <p>(will nominate 1 voting trustee to sit on the Trust Board)</p>	<p>Building upon the existing strong relationships to demonstrate the value of further and higher education in enhancing life chances and embedding life-long learning, CCN can provide expertise in the development and collaborative provision of new learning pathways up to and including the 14 -19 age group and beyond; support of vocational excellence through its position as a provider of six National Skills Academies – in Financial Services, Manufacturing, Creative and Cultural Industries, Hospitality, Retail and Enterprise - as well as support for leadership &amp; management and shared services (eg HR, Finance, Estates, H&amp;S, CPD, Data Analysis)</p>
<p><b>Norfolk County Council Children’s Services</b></p> <p>(will nominate 1 voting trustee to sit on the Trust Board)</p>	<p>The Local Authority appointed trustee will be able to bring a wide range of knowledge and experience of schools and education service provision to enable the Trust to realise its vision and fulfil the objectives of raising standards and aspirations for all. They will be able to draw on the resources of Children's Services as a whole in relation to successful and innovative practice in Norfolk and elsewhere. They will also help, with other partners, to ensure that the cluster can continue to make a significant contribution to the development of the Norfolk family of schools.</p>

<p>The Trust will continue to work with the <b>Co-operative College</b> to identify a suitable partner from the co-operative sector.</p>	<p>By becoming a co-operative trust – we will become part of the global co-operative family. We will become members of the Schools Co-operative Society, the national network of co-operative trusts, and work with the Co-operative College to identify a suitable long term co-operative partner for the trust.</p> <p>The Co-operative College has extensive experience in both the general school sector and the co-operative trust sector. They organise the network of co-operative schools, of which The Aylsham Cluster Trust will be part. They will also help bring a global dimension to the school and assist in establishing national and international links with other co-operative organisations.</p>
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(d) Trustees will be appointed by the organisations represented. They will have the opportunity to nominate an agreed number of Trustees from their organisation.

(e) As the school is changing to Foundation status, the constitution of the Governing Body will also change. The Trust will appoint a minority of governors. The Governing Body will be further comprised of a balance of elected Parent Governors; appointed Community Governors; elected staff Governors; nominated Authority Governors, the Headteacher, and 2 Trust Governors, in proportions which are laid down by the Department for Education. It is anticipated that the Education Bill currently going through parliament will stipulate amendments to governing body constitution, but until further notice, parents will continue to make up at least one-third of the membership.

(f) Charitable objectives: As a non-profit making body, the Trust will use its resources to support and promote its charitable aims. The aims of the Trust are to promote education and community cohesion in the Aylsham area.

All parties in the partnership have a shared interest in developing a range of services and activities to support The Aylsham Cluster Trust. The Trust may support and commission services and provide a strategic direction to deliver the enhanced provision of:

- School and Professional Services
- Support services
- Curriculum, Personalisation and Inclusion
- Transition and Progression
- Extended School, Community and Family Learning
- Capital Programmes

(g) The Trust will meet the requirements on Trusts as set out in the School Organisation (Requirements as to Foundations) (England) Regulations 2007/1287

(h) The Trust will contribute to the advancement of education and help raise standard in the following ways:

Greater participation, through increased opportunity to foster social cohesion and responsibility to promote a safer community.

Promotion of a healthy lifestyle through participation in sport, healthy eating and positive lifestyle choices

Enhanced learning pathways with greater learner engagement will raise attendance and achievement levels. This will also increase the retention levels at post 16 and 18 and reduce the number of those not engaged in education or training.

Through more focused curriculum entitlement, learners will have opportunities to experience learning in context through business, commerce and leisure partnerships.

Improvements in learning resources on site for use by the whole community.

## **6. How the Trust will work**

The Aylsham Cluster Trust will be a charitable, not for profit Trust, meeting the legal and other requirements as set out by the Department for Education (DfE). It will carry out its duties in relation to the schools as set out by the DfE, specifically by appointing a minority of the members of the Governing Body of the school and by holding the land and assets of each school on trust.

As a Co-operative Trust and in keeping with the principles of democratic member involvement, there will also be a Trust Stakeholder Council. This Stakeholder Council will elect a number of trustees directly from its constituent parts. This number will always be a minority of trustees.

As the Trust develops its work in the long term, it may be appropriate to consider additional partnerships. If this is the case there will be a process involving existing Trustees to ensure that any future partner will comply fully with the vision, values and aims of the Trust.

The Trust will be legally established with the Charities Commission and registered as a company limited by guarantee with Companies House. The Charities Commission will regulate its activities (as with all charities).

(a) Trustees will not be able to derive an income from the Trust, but the Trust may become an employer as it may wish to provide services and or commissioning services to the schools within the Trust. Any income generated by the Trust must only be used to support its charitable aims.

The Trust will not seek to alter the individual characteristics of the partner schools and will not seek to change the character (religious or otherwise) of a partner school.

(b) The Trust will meet three times a year (co-ordinated with school governance as required). The voting Trustees will be selected by the Trust member organisations and checked by the governing bodies to ensure that they comply with DfE legislation. This screening process will include a CRB check. The Chair of the Trust will be elected from the Trustees. A Trust officer and support staff will be allocated to work on behalf of the Trust and take day to day control in managing Trust business.

(c) The principle objectives of the Trust will build on what Buxton Primary School does well already in working with other people. The Trust will help us raise standards further by bringing together community aspirations and expectations for children and young people through valuing education and training, embedding a life-long learning ethos and actively promoting involvement in the community of Buxton and the Aylsham Cluster. Acting as an enabler; it will make a direct contribution to raising attainment, securing economic and physical well being and improving the aspirations of the school's pupils. It is intended to provide opportunities for members of the community to acquire individual skills, knowledge and experience to enhance their qualifications, employability and social capital.

**\*How well did we do?**

We aimed to meet the following criteria in the formal proposal process; -

- Consult widely
- Make all aspects of the proposals clear
- Ensure that the documents are concise and accessible
- Give feedback on responses and show how the consultation influenced the outcome.