

# APPENDIX 1

## Proposal to establish a Federation and change the legal status of Ysgol Llanbedr from Voluntary Controlled to Voluntary Aided

### 1. Background

1.1. The School Standards and Organisation (Wales) Act 2013 requires consultation with the appropriate religious body for 28 days before any decision is made to proceed to formal consultation. Consultation with the St Asaph Church in Wales Diocese took place between the 20th April and the 18th May. During this time representatives of the Governing Body and the Diocesan of St Asaph have met informally with Cabinet Members during this period of consultation to present their views on the future of Ysgol Llanbedr.

1.2. Their proposal was to suspend the proposed consultation to close Ysgol Llanbedr to allow the St Asaph Diocesan Board of Statutory Education to secure a federation partner for Ysgol Llanbedr VC School and commence the consultation to change status from Voluntary Controlled to Voluntary Aided.

1.3. As part of the proposal there was a commitment to review the future of the school in May 2018 and if the Diocesan have not achieved a successful federation, changed status and reduced surplus places to within 10% of extended capacity, the Diocese will work with the Authority to commence further consultation on closure.

1.4. A timeline of dialogue is provided in the table below;

Date	Meeting / Event	Outcome
17/02/2015	Cabinet Meeting	Report regarding Ministers decision; Cabinet noted content of Minister letter and agreed for officers to commence consultation with the Diocese of St Asaph regarding the future of Ysgol Llanbedr and consideration would be given to alternative proposals.
27/03/2015	Meeting with Diocese	Meeting with officers and Diocese officers prior to 28 day consultation.
20/04/2015-18 <sup>th</sup> of May 2015	Diocese Consultation	Draft consultation document issued to the Diocese.
11/05/2015	Cabinet Briefing	The Diocese and Governing Body were invited to attend a pre-cabinet meeting to discuss federation as an alternative option. It was proposed by the Diocese and Governing Body that the report for Cabinet regarding closure should be suspended whilst the Diocese secure a federation partner for Ysgol Llanbedr and commence a consultation to change status. Additionally, should a

		federation be unsuccessful and surplus places at Ysgol Llanbedr were not reduced to within 10% of the extended capacity they would work with the authority to consult on closure.
17/05/2015	Correspondence with Diocese from Lead Member	Following the pre-cabinet meeting the lead member stated he did not feel the information presented was sufficient to suspend the report for closure. Should a consultation period be approved it would allow time for further work to be undertaken regarding the option to federate which would include confirmation of the school willing to federate, the revenue and capital savings likely to occur through federation and in adopting voluntary aided status, the evidence of demand for English medium faith education in the Ruthin area to justify retaining Ysgol Llanbedr and Ysgol Borthyn, including reference to pupil projections and additional housing together with how this demand would impact on surplus places.
02/06/2015	June 2015 Cabinet	Report to Cabinet seeking approval to commence a formal consultation regarding the proposed closure of Ysgol Llanbedr.
11/06/2015	Meeting with CEO and Diocese Director of Education and Lifelong Learning	Meeting between CEO and the Diocese Director of Education and Lifelong Learning following the Cabinet decision to consult on closure. Draft proposal for federation with Ysgol Trefnant was discussed. It was left with the diocese to communicate this option with Governors and other relevant stakeholders. Identifying the potential partner enabled officers to start a more detailed evaluation of federation.
16/06/2015-28/07/2015	Formal Consultation Period	Formal consultation period regarding the proposal to close Ysgol Llanbedr and transfer existing pupils to Ysgol Borthyn, Ruthin subject to parental preference undertaken. Responses submitted by both the Diocese and Governing Body containing information regarding benefits of federation.
01/07/2015	Ysgol Trefnant Governing Body Meeting with Head of CES	Head of Customers and Education Support met with the Governing Body of Ysgol Trefnant to discuss federation.
11/09/2015	Meeting with the Diocese	Meeting held with officers and the Diocese regarding progress around federation. This included a further discussion about Ysgol Trefnant being a potential partner for federation. At the request of the Diocese the Cabinet meeting to be held in September was deferred until October to allow the Diocese and schools more time to prepare the business case and communicate the intention to federate with parents.
09/10/2015	Meeting with local member, head teacher and Chair of Governors (Ysgol Llanbedr).	School representatives met with officers and the lead member to discuss the benefits of federation with Ysgol Trefnant. Assurance was received that the business case would be available for Cabinet on the 27 <sup>th</sup> of October. This was specifically in relation to Ysgol Trefnant and in addition to the evaluation of general federation that had been undertaken since the start of the consultation period.

11/10/2015	Email from Ysgol Llanbedr Chair of Governors.	Email from Ysgol Llanbedr Chair of Governors (Appendix 1 (B)) describing the process they had been through over the last 5 months in evaluating federation with Ysgol Trefnant.
12/10/2015	Email from Ysgol Trefnant Chair of Governors	Email from Chair of Governors confirming "that the Governing Body at Ysgol Trefnant would like to proceed with working more collaboratively with Ysgol Llanbedr." Minuted on the 8 <sup>th</sup> of October 2015 and to ratified at the next full meeting at the 17 <sup>th</sup> of November 2015.
14/10/2015	Email from Headteacher of Ysgol Trefnant.	Email containing the benefit appraisal for federation from Ysgol Trefnant. Majority of these points have been considered in this evaluation to date (see appendix 1 (C)).

## 2. Local Authority Response regarding Federation

2.1 Federation was considered by the authority during the formative stages, an appraisal of all options considered is displayed in the table below;

Option	Advantages	Disadvantages
Option 1: Status Quo	Ysgol Llanbedr DC would remain open.	<p>Surplus places would remain an issue in the area and within Ysgol Llanbedr.</p> <p>Would not result in any saving for the authority.</p> <p>This option would not lead to a more balanced distribution of pupil led funding.</p> <p>This option would not lead to greater efficiency and effectiveness of the school estate.</p> <p>In the short to mid-term capital investment would be required.</p>
Option 2: Federation/Amalgamation	<p>Ysgol Llanbedr DC would remain open.</p> <p>Ysgol Llanbedr DC would have a permanent Headteacher (split across two sites). This would provide an opportunity to strengthen leadership and management and a result in a Headteacher salary saving.</p>	<p>Surplus places would remain- pupil forecasts suggest a surplus of 35.7% across English medium faith based provision in the Ruthin area in 2017.</p> <p>There would still be a requirement to finance and maintain two school buildings and staffing</p>

	<p>There would be greater opportunity to share resource than the status quo and share best practice and staff expertise would be broader.</p>	<p>bodies (excluding Headship).</p> <p>There may be increased staffing costs due to additional staff requirements as a consequence of revised leadership and management structures.</p> <p>Pupils would remain in mixed age cohorts in Ysgol Llanbedr DC- although some opportunities would be presented to undertake activities with pupils of a federated partner.</p> <p>Would not result in any significant revenue savings for the council other than a headship saving.</p> <p>This option would not lead to a more balanced distribution of pupil led funding.</p> <p>This option would not lead to greater efficiency and effectiveness of the school estate.</p>
<p>Option 3: Change of Status</p>	<p>Ysgol Llanbedr DC would remain open.</p> <p>Some elements of maintenance and administrative costs (admissions) would be transferred to the Diocese.</p>	<p>This option would not address surplus places.</p> <p>Although some funding of the school would be alleviated some revenue would still be required.</p> <p>This option would not lead to a more balanced distribution of pupil led funding.</p> <p>This option would not lead to greater efficiency and effectiveness of the school estate.</p>
<p>Option 4: Federation &amp; Change of Status</p>	<p>Ysgol Llanbedr DC would remain open.</p> <p>Some elements of maintenance and administrative costs</p>	<p>This option would not address surplus places at Ysgol Llanbedr or in the wider area.</p> <p>Although some funding of</p>

	<p>(admissions) would be transferred to the Diocese.</p> <p>Ysgol Llanbedr would have a permanent Headteacher (split across two school sites). This would provide an opportunity to strengthen leadership and management and a result in a Headteacher salary saving.</p> <p>There would be greater opportunity to share resource than the status quo and share best practice and staff expertise would be broader.</p>	<p>the school would be alleviated some revenue would still be required.</p> <p>There may be increased staffing costs due to additional staff requirements as a consequence of revised leadership and management structures.</p> <p>This option would not lead to a more balanced distribution of pupil led funding.</p> <p>This option would not lead to greater efficiency and effectiveness of the school estate.</p>
Option 5: Extend Ysgol Llanbedr	<p>This option would result in 21<sup>st</sup> century learning facilities for Ysgol Llanbedr DC.</p> <p>Would enable the removal of the mobile accommodation.</p>	<p>This option would not address surplus places. This option may lead to an increase in surplus places in the mid to long-term resulting in wider school organisation proposals for the area.</p> <p>This option would require a significant capital investment.</p> <p>This option would not lead to a more balanced distribution of pupil led funding.</p> <p>This option would not lead to greater efficiency and effectiveness of the school estate.</p>
Option 6: Closure	<p>Continuity would be provided for pupils in a Category 5 faith based provision within 2.2 miles from the current school site. Pupils would be able to access at least an equivalent standard of education in a number of schools within the area.</p> <p>Surplus places within the Ruthin area would be</p>	<p>Primary educational provision within the village of Llanbedr DC would cease.</p> <p>There would be no capital receipt for the authority as the school building and site is held in Trust.</p> <p>Staff may be redeployed or made redundant.</p>

	<p>reduced.</p> <p>A revenue saving of £126k would be realised, a further revenue saving of £4,656 would also be realised on removal of the mobile accommodation.</p> <p>Per pupil funding would become more evenly distributed across the area and would impact more widely across the school estate.</p> <p>Resources could be implemented more efficiently and effectively to maintain and strengthen educational improvement in the Ruthin area.</p> <p>No capital investment required.</p>	<p>Should all pupils transfer to Ysgol Borthyn 15 pupils would be entitled to home to school transport which may lead to an approximate transport cost of £26,600.</p>
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### 3. Assessment of the Proposed Benefits submitted by Ysgol Llandedr / Ysgol Trefnant and the Diocese

3.1. As part of the response to the formal consultation, the Diocese of St Asaph and Governing Body of Ysgol Llanbedr have submitted a proposal to Federate Ysgol Llanbedr DC with Ysgol Trefnant VA and change the legal status from Voluntary Controlled to Voluntary Aided. The potential federation partner was made known to the authority in June which enabled officers started to evaluating this option alongside federation in general.

3.2. The following assessment has been made of the proposed benefits. In particular the extent to which they would be achieved via federation and whether the benefits would be realised via alternative options such as closure of Ysgol Llanbedr or the retention of the school;

Identified Benefit	Federation	Closure	Status Quo
Ysgol Llanbedr would be retained	School would remain open.	School would close.	School would remain open.
Headteacher salary saving would be realised	<p>Leadership and Management would be shared with an alternative school. The extent of the saving cannot be identified without a named partner (saving would be determined by payscale).</p> <p>Whilst the loss of a headteacher would reduce the overall staffing costs there are additional costs arising to cover for the loss of teaching commitment and cover whilst the Headteacher is with the federated partner. These costs cannot be quantified at this stage. The Diocesan response suggests a saving in the region of £12,000 per annum may be generated and retained by the school.</p> <p>Additionally there is a lump sum allocation of £3k per individual school as part of a federated model. This is to support the difficulties inherent in managing 2 sites from an administration perspective. The schools still get funded as 2 schools but are managed by one Head Teacher and one Governing Body. This £6k would be an additional cost which would come from the overall</p>	<p>The proposal would result in the direct saving of a headteacher salary.</p> <p>This saving amongst other savings would be used to reinvest in the Modernising Education Programme to fund improvements to the school estate and would be directed more efficiently to the benefit of all pupils in the area.</p>	<p>All costs for leadership and management would remain with the school and no cost savings would occur.</p>

	<p>schools budget quantum.</p> <p>Further information regarding the funding can be found via the following link:  <a href="https://www.denbighshire.gov.uk/en/your-council/budgets-and-finance/school-budgets-and-finance/school-funding-formula.aspx">https://www.denbighshire.gov.uk/en/your-council/budgets-and-finance/school-budgets-and-finance/school-funding-formula.aspx</a></p>		
<p>It would address the temporary nature of leadership at Ysgol Llanbedr. Federation would also provide a development opportunity for a Headteacher</p>	<p>The requirement for a separate Headteacher for Ysgol Llanbedr would be removed. Federation provides additional responsibilities for any Headteacher undertaking this role.</p>	<p>The requirement for a separate Headteacher for Ysgol Llanbedr would be removed.</p>	<p>A new permanent Headteacher would need to be recruited.</p>
<p>Federation would allow for greater opportunity to share resource, best practice and staff expertise providing pupils with access to a greater pool of staff.</p>	<p>The option of federation would allow for a larger pool of staff and for staff at both sites to share best practice. Operationally this would be a split site arrangement and agreement would be required from existing staff to travel between federated schools. The schools are located approximately 10.5 miles apart.</p>	<p>The option of closure would clearly impact on staff opportunities at Ysgol Llanbedr. Closure of Ysgol Llanbedr would realise the same learning and educational benefits for pupils who would have access to a broader complement of staff, curriculum leads and established senior and middle management teams at Ysgol Borthyn.</p>	<p>Would provide no opportunity for improved practices.</p>
<p>A change in status to Voluntary Aided would result in savings for the local authority as capital works would be absorbed by the Diocese, Governing Body and Welsh Government capital grant scheme</p>	<p>A saving would occur. The financial extent of the saving long term is difficult to quantify. Accessing such resources would be dependent upon 15% contribution from Church in Wales and / or Governing Body.</p>	<p>Closure would address the maintenance backlog at the school leading to more efficient management of the school estate.</p>	<p>No savings would occur and the maintenance backlog at the school would likely increase.</p>
<p>VA status would result in the Governing Body controlling admissions and employing staff resulting in a saving to the local</p>	<p>This would create an additional burden for the school to be absorbed within their delegated budget.</p>	<p>Any saving to the local authority would be negligible. The Council administers the admissions process for 16,000 pupils. The % of these pupils who attend Ysgol Llanbedr would be 0.3% and therefore this change would make</p>	<p>This would create an additional burden for the school to be absorbed within their delegated budget</p>

authority		no real saving to the authority.	
The skills, experience and expertise of the current members of the Governing Bodies.	The skills, experience and expertise of the existing members of both Governing Bodies could transfer to the new Governing Body. As a new Federated Governing Body would need to be formed, new Governors could also be appointed resulting in a change of skills and experience and expertise.	School would close. Governing Body would cease to exist.	School would remain open. No impact on Governing Body.
Federation will future proof two similar schools.	Federation will address the leadership of Ysgol Llanbedr, but doesn't guarantee that surplus places will be reduced.	Reduces surplus places.	Surplus places would remain.
Interaction where needed with larger peer groups.	As stated by the Governing Body of Ysgol Llanbedr: "Both governing bodies have been clear from the start that federation is not about moving pupils between schools to deliver the core curriculum instead it is to drive up the already good standards at both schools".	Pupils would be located in schools with larger peer groups.	No impact on the size of peer groups.

3.3. There are other benefits raised by the Governing Bodies in appendix 1 (A) and 1 (C) which have not been included in the above table including collaboration with other schools and organisations, provision of wrap around care, use of Welsh language and improving communication. The Authority considers these benefits are independent of the federation model and could be implemented regardless of the proposal.

3.4. In summary many of the benefits of Federation would also be achieved via the option of closure. In some instances the financial savings are greater via closure. The analysis from the Diocese and the Governing Body is that the option that produces the least overall benefits is the status quo and the option of keeping the school open as a single entity.

#### **4. Additional Issues to Consider**

- 4.1. As part of the review a number of options in relation to Ysgol Llanbedr were explored. The advantages and disadvantages of these options were provided within the formal consultation document issued June 2015. The Council broadly agrees that Federation would realise some benefits outlined by the Diocese and Governing Body, however a number of other issues would still remain and are not sufficiently addressed by Federation such as surplus places, fairer and more equitable distribution of pupil funding and greater effectiveness and efficiency of the school estate.
- 4.2. In Federated arrangements, schools are managed by a single governing body and a single Headteacher. This, as stated by the Diocese and governing body in their response and by the local authority within the formal consultation document, allows for a salary saving and there are potential teaching, learning benefits and educational experience enhancement for pupils. Options for sharing best practice and the pooling of resources can be achieved in a Federated model. However, these benefits can also be achieved at a single site school. Ysgol Borthyn, the proposed alternative school, has a broad compliment of staff with an established senior leadership and middle management teams.
- 4.3. In a Federated arrangement Ysgol Llanbedr will still remain a small school; surplus capacity will remain and is likely to increase as of September 2016 due to a revised capacity assessment at the request of the school and governing body. Projected pupil numbers supplied by the Diocese and Governing Body are similar to that of the authority, it is acknowledged there will be an increase in pupils numbers however this is not a general increase across the Ruthin area. Birth rates and pupil numbers have remained static for a number of years. There is currently a surplus within the faith provision in the Ruthin area of 71 pupil places equating to 22.9% of the overall capacity. Within the wider English medium sector there are a further 133 surplus places equating to 26.7% of the overall capacity as of September 2015. In total there are 204 surplus places equating to 25.3% of the overall capacity.
- 4.4. There would be no significant revenue savings as the head teacher's salary is left in the school budget to compensate for other pressures arising from federation. In addition there is a £3k addition per school to meet the demands of federation. There is potential for the Church in Wales to contribute to the capital costs for the school but there has been no commitment made in any submission. A change in status to Voluntary Aided would transfer some financial liability from the authority, however a Federated model would still require two school buildings and sites to be maintained.
- 4.5. Federated schools continue to be funded as individual schools, receiving their budgets as legal separate entities. Federation does not address the significant costs in maintaining small schools with surplus places. Federation does not lead to a more equitable distribution of per pupil funding. Federation does not lead to a reinvestment into the overall school budget quantum.

- 4.6. Per pupil costs, which will decrease from the current level as pupil numbers increase (as demonstrated by the pupil forecasts within the formal consultation document), will still remain above average. Federation does not always equate to a more equitable funding arrangement between mainstream schools. In some circumstances, for example where schools are located away from a general population mass or closure would result in excessive travel time over the recommended 45 minute guidelines issued by the Welsh Government, Federation is the preferred option although it may not deliver financial efficiencies in all cases.
- 4.7. As demonstrated by the Diocese and governing body there are cost savings for the Governing Body that can materialise from Federation and from a change in status to Voluntary Aided. However Ysgol Llanbedr would remain a small school and pupil forecasts demonstrate surplus places will remain. The efficiencies and economies of scale that can be achieved by transferring pupils to Ysgol Borthyn with a sustainable number of pupils, single governance and established leadership structures will provide better use of resource and provide pupils with a broad range of learning and development experiences and opportunities.
- 4.8. Consideration is also required of the potential risks to Ysgol Trefnant should the school proceed towards seeking a formal federation. Any proposal would need to be clear why federation would be in the best interests of learners. Potential benefits of shared resources may not be realised as a consequence of the distance between both schools and the proposals would impact on leadership of the school. There is a potential risk that progression of this proposal may destabilise what is seen as a stable school.

## **5. Conclusion**

- 5.1. In the absence of an agreed joint staffing structure named federation partner it is difficult to quantify the actual level of savings that would be realised. However, the authority remain of the view that whilst federation can realise a number of benefits the proposal to close Ysgol Llanbedr would also allow for these benefits to be realised whilst also addressing wider issues such as surplus places, more equitable distribution of per pupil funding and greater efficiency and effectiveness of the school estate. If closure is agreed the change in school for pupils could give them access to a number of the learning benefits such as access to a broader compliment of teaching staff, curriculum leads and an established senior leadership and middle management team.
- 5.2. The analysis from the Diocese and the Governing Body is that the option that produces the least overall benefits is the status quo and the option of keeping the school open as a single entity.

## Appendix 1 (A) Governing Body of Ysgol Llanbedr

### **Improving position at Ysgol Llanbedr**

Pupil numbers:

Pupil numbers at Ysgol Llanbedr have grown for the last two years, despite being under threat of closure throughout this time, and this healthy growth is predicted by both council and the school to continue and actually increase. In fact the growth of Ysgol Llanbedr is predicted to be better than any of the other English medium schools in the area.

Cost per pupil:

Currently the cost per pupil at Ysgol Llanbedr is over £8000, however this is predicted to fall to nearly £5000 within two years using the council predicted pupil numbers. This predicted figure puts Ysgol Llanbedr very close to the Ruthin area average cost per pupil. If, as expected, pupil numbers increase faster than predicted then the cost per pupil will come down even quicker.

### **Benefits of Federation between Ysgol Llanbedr and Ysgol Trefnant**

In January 2015 the governing body at Ysgol Llanbedr reviewed the school's position alongside changes in the delivery of the curriculum in primary education. Whilst agreeing that the school is viable in its own right the governing body opted to look for a school to become a federation partner, in line with Welsh Assembly Government guidance. Maintaining rural schools in their communities, through federation, is a Welsh policy as it is recognised that the administrative burden of running a school is increasing. After careful consideration of possible federation partners Ysgol Llanbedr approached Ysgol Trefnant. Over 6 months a thorough evaluation of the federation proposal has been carried out. The plan is to start with collaborative working as soon as possible, realistically January at the earliest, whilst the federation paperwork and process is completed. The benefits identified are outlined below.

For parents and pupils:

- o Schools within the federation will not lose their individual identity though they will share a single governing body.
- o The schools will retain their separate legal status and have their own budget allocations and will be subject to their own Estyn Inspection.
- o Both schools have well-developed and varied curriculum and programme of extra-curricular activities; sharing approaches will further enrich the education for the pupils.
- o Ysgol Trefnant is a good, stable school, with strong long term leadership. Ysgol Llanbedr, and the education provided within, will benefit from the strategic leadership already in place at Ysgol Trefnant.
- o Both schools have strong PTFAs, with committed teams to fund raise for equipment, trips and activities.

- o Federation will lead to school trips being planned together resulting in savings through shared transport costs.
  - o Federation will further develop opportunities for pupils to broaden their experiences of working with pupils from other schools (Recently Ysgol Llanbedr have worked with Ysgol Pentrecelyn, Glan Gele, Rhewl & Bro Famau).
  - o Both schools will be able to maintain a small school feel, but with big school resources.
  - o Ysgol Llanbedr has excellent relationship with local press to raise profile and market school which Ysgol Trefnant can build on.
  - o Both schools have excellent pastoral care and a nurturing Christian ethos, as they are run in a similar manner already.
  - o Both schools have strong links with the local community; by federating the community becomes wider with more opportunity for engagement.
  - o Ysgol Llanbedr has excellent links with the community council, county councillors, AM's and MP's and can help Ysgol Trefnant improve the links as required.
  - o Ysgol Llanbedr has effective communication methods with parents and is sharing these with Ysgol Trefnant.
  - o Both schools have wrap around care. Munchkins@Ysgol Llanbedr also offers a holiday club, 8am-6pm for ages 2-11.
  - o Both schools run lunch time and after school clubs, which is further enrichment for pupils through sports, gardening and art. Federation will lead to more sharing of ideas between teachers and teaching assistants to develop these activities. At Ysgol Llanbedr we are interested in the different activities at after school club in Ysgol Trefnant.
  - o Both schools have well established activities with their respective Church, federation will develop these further.
- For Staff:
- o Federation will provide both school with a greater pool of resources, wider staff expertise and well informed governing body to ensure high quality teaching and learning for all students in the federation.
  - o Federation between these two schools with similar approaches to teaching and leadership from motivated staff members and founded on a clear vision focused of improving student outcomes will drive good standards up further.
  - o The Ysgol Trefnant head teacher will run both schools allowing her to focus on school strategy and managing the school and teaching staff, without having to juggle a teaching commitment.
  - o Federation provides a development opportunity for head teacher at Ysgol Trefnant, as it allows her to stay in post and expand role rather than feel need to progress to bigger school.
  - o Recruitment and retention of a good head teacher becomes more likely as the role has greater responsibilities, which can be more attractive than teaching commitment.
  - o Federation means that there are development opportunities for deputy heads in both schools.
  - o Federation provides development opportunities for teachers & teaching assistants at both schools to mentor, observe other lessons and team teaching. Working with other teachers delivering the curriculum to the same age group is an excellent opportunity for the teachers in both schools.
  - o Federation provides the opportunity for professional development for teachers as they are able to become subject specialist across two schools rather than one.
  - o Federation further facilitates sharing of good practice and encourages schools to be more outward looking, the impact being improved standards of teaching and learning outcomes for pupils.
  - o Both schools have enthusiastic, stable staff with a wide range of knowledge and skills. Allowing these staff to work together to plan and resource lessons will improve results across both schools.
  - o Both schools use a similar level of incidental welsh in place throughout.
  - o Both schools have established MAT programmes, federation will allow a joined up approach to be developed to benefit those pupils identified as More Able and Talented.

- o Both schools can support each other on the provision for pupils with Additional Learning Needs, sharing ideas, practices, skills and resources to ensure these pupils are able to develop to their best ability.

- o Both schools will be able to benefit from joined up approaches to achieve awards such as Eco or healthy schools.

For Governing body:

- o Ysgol Trefnant has a long established governing body with a strong track record in running a successful school. This experience will be important in forming the federation.

- o Ysgol Llanbedr has a fully engaged governing body, which acts as a critical friend and confidently challenges the school. Merging the governing bodies will ensure this continues.

- o Good financial management, both schools are projected to be in surplus for the next three years. Federating will further strengthen this financial position.

- o The governing body of both schools have high aspirations for the students, focusing on the quality of leadership and teaching and the proven impact this has on pupil outcomes is the most important factor. Already having this shared ethos will make the federation easier to manage.

- o Thorough understanding of local and national government education policies and literature.

- o Ysgol Llanbedr has a number of governors with expertise in education (outside of Ysgol Llanbedr) and from other local authorities. Other members work in different professions bringing a range of skills, resulting in a professional governing body. These skills are also in place on the Ysgol Trefnant governing body so combining the governing bodies will result in a strong and effective team.

- o Fluent Welsh speaking members of the governing body ensures day to day Welsh is used in both schools.

Future proofing:

- o The two schools have different catchment areas so will not compete for pupils.

- o Both schools attract pupils from outside their villages; improving standards further at the schools will ensure the schools continue to be popular, desirable schools.

- o Strong marketing and pupil recruitment campaign attracted pupils resulting in oversubscription for

Nursery 2014 & Reception 2015.

- o Plans in place for attracting future pupils to see numbers at Ysgol Llanbedr return to capacity.

- o Good working relationship with local Assembly members and members of parliament.

- o Federation will preserve two village schools in the Vale of Clwyd.

- o Job security for all staff due to more secure school arrangements.

- o Ongoing provision of faith schools in the diocese.

## Appendix 1 (B)

### Email received from the Chair of Governors Ysgol Llanbedr

**From:**

**Date:** 11 October 2015 22:23:36 BST

**To:** "[hugh.evans@denbighshire.gov.uk](mailto:hugh.evans@denbighshire.gov.uk)" <[hugh.evans@denbighshire.gov.uk](mailto:hugh.evans@denbighshire.gov.uk)>, "[julian.thompson-hill@denbighshire.gov.uk](mailto:julian.thompson-hill@denbighshire.gov.uk)" <[julian.thompson-hill@denbighshire.gov.uk](mailto:julian.thompson-hill@denbighshire.gov.uk)>, "[eryl.williams@denbighshire.gov.uk](mailto:eryl.williams@denbighshire.gov.uk)" <[eryl.williams@denbighshire.gov.uk](mailto:eryl.williams@denbighshire.gov.uk)>, "[bobby.feeley@denbighshire.gov.uk](mailto:bobby.feeley@denbighshire.gov.uk)" <[bobby.feeley@denbighshire.gov.uk](mailto:bobby.feeley@denbighshire.gov.uk)>, "[hugh.irving@denbighshire.gov.uk](mailto:hugh.irving@denbighshire.gov.uk)" <[hugh.irving@denbighshire.gov.uk](mailto:hugh.irving@denbighshire.gov.uk)>, "[huw.jones@denbighshire.gov.uk](mailto:huw.jones@denbighshire.gov.uk)" <[huw.jones@denbighshire.gov.uk](mailto:huw.jones@denbighshire.gov.uk)>, "[barbara.smith@denbighshire.gov.uk](mailto:barbara.smith@denbighshire.gov.uk)" <[barbara.smith@denbighshire.gov.uk](mailto:barbara.smith@denbighshire.gov.uk)>, "[david.smith@denbighshire.gov.uk](mailto:david.smith@denbighshire.gov.uk)" <[david.smith@denbighshire.gov.uk](mailto:david.smith@denbighshire.gov.uk)>, "[mohammed.mehmet@denbighshire.gov.uk](mailto:mohammed.mehmet@denbighshire.gov.uk)" <[mohammed.mehmet@denbighshire.gov.uk](mailto:mohammed.mehmet@denbighshire.gov.uk)>, Jackie Walley <[jackie.walley@denbighshire.gov.uk](mailto:jackie.walley@denbighshire.gov.uk)>, "Karen I. Evans" <[karen.i.evans@denbighshire.gov.uk](mailto:karen.i.evans@denbighshire.gov.uk)>

**Cc:** "Huw O. Williams" <[huw.o.williams@denbighshire.gov.uk](mailto:huw.o.williams@denbighshire.gov.uk)>,

**Subject:** Cabinet briefing - Ysgol Llanbedr

**Reply-To:**

Dear Cabinet members and modernising education team,

I am delighted to inform you that Ysgol Llanbedr has secured a federation partner in Ysgol Trefnant. The governing body at Ysgol Trefnant voted in favour of supporting federation on Thursday evening.

The process to get to this point has been very thorough lasting over 5 months:

- Representatives from the two governing bodies have met on several occasions.
- The governing bodies have visited both schools to fully understand the similarities between them and understand would be involved in federating the schools.
- Both governing bodies have either visited or spoken to other federated schools to see first hand the pros and cons of federation.

- Both governing bodies have worked with the education team at the Diocese of St Asaph around how federation would work between the two schools.
- Ysgol Trefnant held discussions with representatives from the modernising education team to understand the council position on federation.

Throughout all the discussions the focus has been on how the current and future pupils at the two schools would benefit from a federation between the schools. Both governing bodies have been clear from the start that federation is not about moving pupils between schools to deliver the core curriculum instead it is to drive up the already good standards at both schools. During the visits and discussions it has become clear that the leadership teams at both schools are already aligned in how to deliver a good primary education, whilst running successful schools with a family ethos and robust financial management.

The governing bodies have carried out a thorough appraisal of the benefits to both schools that could be achieved by federating the schools. Both governing bodies agree that federating the two schools is the right way forward for both schools therefore we ask that the council allow this federation to be pursued.

Whilst we are happy for this information to be discussed at the cabinet briefing we request that it remains confidential outside of the cabinet briefing for the rest of this week whilst both schools conduct communications with the families at the schools.

Kind regards

*Redacted*

# Appendix 1 (C) Governing Body of Ysgol Trefnant

## Benefit Appraisal for

### Ysgol Trefnant VA federating with Ysgol Llanbedr

October 2015

- Ysgol Llanbedr is a similar church school to us with good standards and a committed and high performing governing body which is not in our catchment area, so we are not in direct competition.
- Ysgol Llanbedr is a similar school to Ysgol Trefnant situated in a rural village which is much sought after by parents.
- One management of the two schools would revolve around further improving standards within the schools.
- There will be more support and training for the teaching staff cumulatively this will, we feel, raise the standard of education within both schools.
- The Head will focus on the strategy and management of the schools eg monitoring, marking etc and developing that role.
- We will share best practice and quality learning experiences.
- We will share resources; making the most of what is available and of teaching time.
- Interaction where needed with larger peer groups.
- A collaborative approach to new initiatives.
- Increased and wider opportunities for friendship, physical and cultural activities.
- Learn from each other's PTFA's and parent expertise.
- Support each other in developing our Christian ethos.
- Potential economies of scale with projects/procurement.
- Developing pupil friendship groups prior to high school (some pupils go to Ysgol Brynhyfryd).
- Share cost of trips.
- Join together for fund raising activities.

- To be able form community group as well as school groups for the Urdd competitions such as 'Adran'.
- Provision of career development opportunities for staff.
- Widen our list of community contacts.
- Expertise of Governing bodies that can support each other.
- Potential for parents to use holiday club.
- Sharing of staff expertise and specialisms.

## Appendix 1 (D)

### Email received from the Chair of Governors Ysgol Trefnant

-----Original Message-----

From:

Sent: 12 October 2015 12:34

To: Jackie Walley

Subject: Ysgol Trefnant

Dear Jackie

I am contacting you to confirm that the Governing Body at Ysgol Trefnant would like to proceed with working more collaboratively with Ysgol Llanbedr.

With all good wishes.

Chair of Governors