



The New Broadwalk
Key Stage 3 Pupils PRU



The Clifton Centre
Key Stage 4 Pupils PRU

**Formal Proposal to enter into consultation with stakeholders:
The Federation of The New Broadwalk Pupil Referral Unit and The Clifton Centre Pupil Referral Unit**

This proposal has been written after a period of informal stakeholder consultation with staff, joint governing body discussion, individual governing body discussion (at both schools) and consideration by a joint working party comprising governors of both schools.

Pupil Referral Units are required by law to have a Management Committee which undertakes a similar role to the Governing Body of a Maintained School. In Salford we have always called the Management Committees of the Pupil Referral Units Governing Bodies, therefore for the purposes of this proposal we have referred to the Management Committee of each Pupil Referral Unit as the Governing Body.

For reference, this proposal document has been drawn up in line with the School Governance Federation 2012 Regulations as amended by the 2016 Amendments and the DfE Alternative Provision Statutory Guidance for Local Authorities

In accordance with the Guidance, the governing body of each school has considered this formal proposal in its entirety and reached a decision as to approve the proposal and enter into a formal consultation period with stakeholders. The decision to approve this proposal and go to consultation was made by the Joint Federation subgroup committee made up from members of each Governing Body on 3rd December 2019.

For the purpose of this document the term “the Federation” is used to describe the newly proposed federation of New Broadwalk and The Clifton Centre Pupil Referral Units.

There is a set of Frequently Asked Questions in Appendix 2 of this proposal to provide further information about the process.



The New Broadwalk
Key Stage 3 Pupils PRU



The Clifton Centre
Key Stage 4 Pupils PRU

Context

Our vision for the Federation is to be at the centre of a high quality continuum of intervention and specialist support for children and young people with social, emotional and mental health needs as barriers to learning and development at KS 3 and KS4.

The vast majority of the PRU population has been permanently excluded from mainstream schools and our drive must be to mitigate the damage this can cause to future life chances.

Our aim is to ensure that our pupils and students have the very best opportunities to close gaps in their learning and to experience a wide range of activities connected to local, national and global communities and the world of work and positive post 16 destinations. We aim to meet the complex and various needs of our vulnerable cohorts by providing high quality teaching, a broad, balanced and appropriately rich curriculum with a developed vocational focus and pastoral support. The curriculum will be highly personalized to ensure progress for all.

The nature of the PRUs' cohorts and the need for multi-agency liaison when working with these children, young people and their families means that the partnership can play a key role in supporting education needs and access to other agencies that might normally face barriers to families' engagement.

As such we will facilitate early intervention, the identification of needs and the protection of vulnerable young people and families. In these ways we seek to improve outcomes for our pupils and students; to equip them with the knowledge and skills they need to be happy, successful members of society.

Most are with us for a relatively short period of their statutory education so we must take every opportunity to bring about maximum impact for each pupil and student.

The Federation will enable the governance of the PRUs to further strengthen the provision from a cohesive and over-arching position.

New Broadwalk and The Clifton Centre Pupil Referral Unit have been exploring the possibilities of a formal partnership (Federation) since January, 2017. The schools have collaborated in sharing good practice, working together to manage transitions for students with complex needs, planning to co-ordinate business services functions and education support functions to benefit from economies of scale in the future and strategic planning at a senior leadership level. There have been benefits to both staff and leadership of each school in areas such as the sharing of SEND expertise, dovetailing of the work of strategic teams, sharing of resources,



The New Broadwalk

Key Stage 3 Pupils PRU



The Clifton Centre

Key Stage 4 Pupils PRU

training opportunities at which good practice has been shared and pastoral support. Such opportunities could be embedded under a more formal partnership agreement.

Currently both PRU's have individual Governing Bodies, a formal federation gives the opportunity to bring those together, share expertise and reduce senior management commitments.

This proposal covers the following key areas:

1. The names of the governing bodies wishing to federate together and proposed federation date.
2. The proposed name of the new federation.
3. Details of the proposed size of the Federation's governing body.
4. The date, not less than 30 working days after the publication of the consultation proposal, by which written representations must be returned to the governing bodies and the addresses to which they should be sent.
5. The nature and scope of the formal consultation process.
6. The proposed governance structure for the Federation.
7. The proposed leadership for the Federation and its impact on the PRUs.
8. The nature of the engagement with the local authority.
9. The financial implications of federating.

1. GOVERNING BODIES WISHING TO FEDERATE

1.1 The governing bodies of The New Broadwalk and The Clifton Centre Referral Units are proposing to form a federation following a period of informal consultation as outlined in the sections that follow to take effect from 1st September 2020.

2. NAME OF THE NEW FEDERATION

2.1 The proposed name of the new Federation is The Silverdale Federation

3. THE SIZE OF THE FEDERATION'S GOVERNING BODY

3.1 The Federation governing body shall consist of 11 governors as follows:



The New Broadwalk
Key Stage 3 Pupils PRU



The Clifton Centre
Key Stage 4 Pupils PRU

| Type of Governor | |
|---|--|
| Executive Headteacher | |
| Parent Governors elected from across the schools in the Federation | |
| Staff Governors elected from across the schools in the Federation | |
| Local Authority Governors nominated by the Local Authority and appointed by the Federation Governing Body | |
| Co-opted Governors appointed by the Federation Governing Body | |
| Total | |

Please see Appendix 1

3.2 The new Federation Governing Body will be able to invite additional associate members as required to provide a specialist skill set and ensure strong governance. Associate members will not have voting rights on the Governing Body.

4. THE DATES FOR FORMAL CONSULTATION

4.1 This formal consultation will remain open for 30 working days to enable written representations to be made to the respective governing bodies.

Local governing body meeting to agree to take forward consultation to form a federation consisting of Broadwalk and The Clifton Centre:

New Broadwalk – 3/12/19
The Clifton Centre – 3/12/19

If approved by both governing bodies:

Proposal published and formal consultation opens on: Weds May 20th, 2020

Deadline for written representations to governing bodies: Friday 19th June 2020

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



The New Broadwalk
Key Stage 3 Pupils PRU



The Clifton Centre
Key Stage 4 Pupils PRU

The Chair of Governors
The New Broadwalk Pupil Referral Unit,
51, Belvedere Rd,
Salford
M6 5EJ
chairman@newhorizons.org.uk

The Chair of Governors
The Clifton Centre,
117, Silverdale
Salford
M27 8GQ
m.garside@zen.co.uk

Proposed date for the establishment of the Silverdale Federation – 1st September 2020

5. THE NATURE AND SCOPE OF FORMAL CONSULTATION

5.1 Both governing bodies are committed to meaningful stakeholder engagement throughout their respective consultation periods.

5.2 Although the timing of the formal consultation is synchronized between the two schools, each consultation is discrete to each school. As such, any written representation should be made to the relevant local governing body and will be considered at this local level in order to maintain impartiality and reach a decision that is right for each school community.

5.3 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 on request
- Hard copy letters 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.
- An arrangement for parents to communicate remotely via email or virtual sites
- A scheduled virtual staff consultation meeting in each school (as tabled below)

| School Name | Date | Staff | Time | Meeting Site |
|--------------------|-------------|--------------|-------------|---------------------|
| New Broadwalk | 3/06/2020 | All | 2.00pm | Microsoft Teams |
| The Clifton Centre | 2/06/2020 | All | 2.00pm | Microsoft Teams |
| | | | | |
| | | | | |

- Submission of this proposal to the Local Authority – Salford City Council



The New Broadwalk

Key Stage 3 Pupils PRU



The Clifton Centre

Key Stage 4 Pupils PRU

- Copy of this proposal document forwarded to all main teaching and support staff trade unions
- Copy of this proposal document forwarded to all partners and stakeholders including; Salford secondary mainstream and special schools and other Salford based provisions, CAMHS, Youth Justice Service, Social Care and Youth Services, Early Help and all other agencies involved in supporting the work of the PRUs
- Copy of this document along with a covering letter signed by both governing bodies sent to the Secretary of State within one week of opening consultation

6. DRAFT INSTRUMENT OF GOVERNMENT

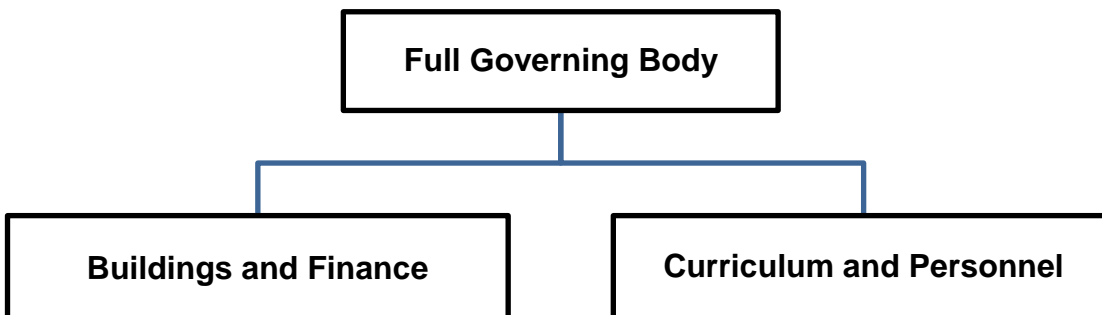
6.1 A draft of the Instrument of Government for the new Federation governing body can be found at appendix 1 of this proposal. This outlines the constitutional membership of the new Federation governing body.

7. PROPOSED GOVERNANCE STRUCTURE

7.1 The Federation shall have one overarching governing body with governance responsibility and accountability across both schools. However, within the Federation each PRU retains its own DfE Number, will be inspected individually and maintain separate budgets. The new Governing body will have total responsibility for all aspects across both schools.

7.2 The governing body shall have two committees, each of which shall have delegated responsibility and accountability across both schools. The committees shall be: Buildings and Finance and Curriculum and Personnel

The Executive Headteacher shall sit on both committees.





The New Broadwalk

Key Stage 3 Pupils PRU



The Clifton Centre

Key Stage 4 Pupils PRU

In addition, the governing body shall appoint Link Governors with responsibility for a number of distinct areas of operation, including aspects of the quality of the Curriculum and to cover statutory requirements.

8. PROPOSED LEADERSHIP STRUCTURE

- 8.1 The Federation shall have one Executive Headteacher who works across both schools. This person will be the legally named Head teacher of both schools and therefore will hold a Head Teacher contract with the appropriate person specification and job description.
- 8.2 Beneath the aforementioned leadership structure shall sit the existing structure of other leadership responsibilities. There are no proposals to change the staffing structures of either school at this level or below by way of this proposal to federate. However, the newly formed Federation Governing Body will actively review staffing structures to ensure the staffing plan addresses the needs of both schools as required in the future.
- 8.3 It is proposed that a mobility clause will be added to staff contracts outlining that staff may be required to work at other school sites across the federation, as it may be reasonably required from time to time, through advance discussion and agreement. This will enable the Federation to continue to benefit from the strengths that have been identified through the collaborative work that has taken place to date.
- 8.4 The Executive 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 holder will be required to work across the whole Federation.
- 8.5 The Federation may choose to create further “shared” posts in the future as the Federation develops and builds on its collaborative strengths.

9. ENGAGEMENT WITH THE LOCAL AUTHORITY

- 9.1 Both schools have worked with representatives from the Local Authority (LA) through an initial informal consultation process. The LA has provided advice and guidance on the federation process itself as well as contributing to the discussions around the potential school improvement benefits that such a federation could bring.
- 9.2 The LA has received recorded minutes of the joint governor sub-committee and has agreed to support the appointment of LA governors to the new governing body.
- 9.3 Agreement from elected members to consult on Federation has been obtained by the Assistant Director responsible for the PRU's.



The New Broadwalk
Key Stage 3 Pupils PRU



The Clifton Centre
Key Stage 4 Pupils PRU

10. THE FINANCIAL IMPLICATIONS OF FEDERATING

- 10.1 Although federation will mean a single governance structure across both schools each school will remain separate in terms of funding allocation from the LA.
- 10.2 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 realized in the procurement of services in the current co-operative structures. All such savings will be fully reinvested.
- 10.3 As Pupil Referral Units, 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.
- 10.4 Any costs/savings related to the proposed Federation leadership structure in Section 8 of this document will be shared by both schools proportionally.
- 10.5 The Federation governing body is free to spend money across the Federation, although an audit trail must be kept for each individual school budget. The Federation governing body will be responsible for ensuring that the budget for each school balances and must not use the budget of one school to disadvantage the other. It may decide to “pool” a small proportion of each school’s individual budget if it means that both schools can get better value for money.



The New Broadwalk
Key Stage 3 Pupils PRU



The Clifton Centre
Key Stage 4 Pupils PRU

Appendix 1 - DRAFT INSTRUMENT OF GOVERNMENT

The Silverdale Federation

CITY OF SALFORD

INSTRUMENT OF GOVERNMENT

1. The name of the federation is **The Silverdale Federation**
2. The federation is **a group of Pupil Referral Units.**
3. The name of the governing body is **“The Governing Body of The Silverdale Federation”**
4. The governing body shall consist of:
 - a. Two parent governors;
 - b. One Local Authority governor;
 - c. One staff governor from **each** PRU;
 - d. The Executive Headteacher
 - e. Five co-opted governors.
5. Total number of governors 11.
6. This instrument comes into effect on the day that it is made.
7. This instrument was made by order of Salford Local Education Authority on the day of
8. A copy of this instrument must be supplied to every member of the governing body (and the executive head teacher if not a governor).
9. IN WITNESS whereof the Council of the City of Salford (being the above-mentioned Local Education Authority) has caused its Common Seal to be hereunto affixed the day of



The New Broadwalk
Key Stage 3 Pupils PRU



The Clifton Centre
Key Stage 4 Pupils PRU

THE COMMON SEAL of THE COUNCIL
OF THE CITY OF SALFORD was hereunto
affixed in the presence of:
AUTHORISED SIGNATORY
Number in Seal Book