



**STRONGER
FAIRER
GREENER**



Appendix 2

Cardiff Collaborations and Federations 2024

Case Studies



#GweithioDrosGaerdydd
#GweithioDrosochChi

#WorkingForCardiff
#WorkingForYou

Llanishen Fach & Pentyrch Learning Collaboration

- Llanishen Fach Primary School has supported Pentyrch Primary School since 2017
- Pentyrch Primary School had absence of its substantive Headteacher and it was in Estyn Special Measures category
- Aims and objectives in line with strategy:
 - Adults and children thrive with high levels of wellbeing
 - Shared vision
 - Distributed leadership
 - Enhanced professional learning
 - Developed and embedded a coaching culture across the two schools
 - Established a culture of enquiry, innovation and exploration
 - Refined systems for collecting and exchanging knowledge for learning

Llanishen Fach & Pentyrch Learning Collaboration

Executive
Head

Strategic direction, wellbeing of pupils and staff, leading learning and teaching, school improvement and evaluation.

Deputy
Executive
Head

Pedagogy, pupil progress and wellbeing

Business
Manager

Financial management, procurement and HR.

Estates
Manager

Managing building projects, health and safety, compliance and property management.

Outdoor
Learning

Embedding best practices across both schools, training and supporting staff in implementation.

Impact

Learners & Families

Improved outcomes for learners as a result of :

- Equal access to a broader range of learning experiences, curriculum designed by a wide range of staff
- Joint school educational visits
- Cross school peer to peer working, friendships.

Workforce

- Leadership, governance and admin models allow leaders to focus on learning and teaching
- Collegiate approach resulting in a capacity to achieve more
 - Wider Professional Learning Programme
- Shared planning (Staff wellbeing)
- Capacity for initiatives eg New Curriculum,
 - Shared expertise

Finances

- Increased school numbers from 120-167
 - Shared resources
- Executive leadership model more financially viable
- Joint structure more efficient way of working eg. estates team, business manager
- Business continuity, less financial impact
 - Economies of scale

The Oaks Federation

- **The Oaks Federation has been recognised for ‘the ethos of care and support [that] permeates all it does. Pupils at the school[s] are happy and the working relationships between pupils and staff are a strength. As a result, standards of behaviour are good...most pupils make solid progress from their varied starting points...[and] benefit from lessons taught by staff who know them very well’**
- (Estyn Oct 2022)

The Oaks Federation Context

Two 1FE primary schools (Greenway and Trowbridge) – mile apart.

Higher than average eFSM and ALN with increasing numbers of EAL families.

Initially collaboration to support Trowbridge Primary and then Federation.

The Oaks has been led by an Executive Headteacher and single governing body since Jan 2019.

Impact and benefits secured

Learners:

- Wider range of learning opportunities
- School improvement journey for each school has been quicker
- Widened friendships
- Self-funded wellbeing provisions, inc improved attendance rates at c91% (post Covid)
- Better expertise of governor skills as a wider local area to choose from

Staff:

- Expertise, skills and experience has been maximized
- Inclusion and ALN enhanced CPD
- More motivated and better supported staff
- Close geographical proximity helped share resources

Finance:

- Schools operating balanced budgets, inc one from £75,000 deficit in 2016
- Secured greater vfm which has been reinvested
- Staff costs have reduced
- Achieved economies of scale

Bryn Hafod's Vision



Bryn Hafod Primary School
*Learning for life ... successful
futures start here!*



The Rainbow Federation

Bryn Hafod 2 form entry school and 20 place SRB
Glan yr Afon 1 form entry school
0.3 miles apart.

Glan yr Afon's Vision



Glan-yr-Afon Primary School
*Linking Learning to life ...
Inspiring children for exciting
futures!*

Bryn Hafod did not have substantive headteacher and it was a school "causing concern" and in the red category. New Headteacher appointed at Bryn Hafod in September 2015.

Glan yr Afon did not have a substantive headteacher from 2016. Proposal to close the school by August 2019. Decision made to keep the school open and recommendation to federate.

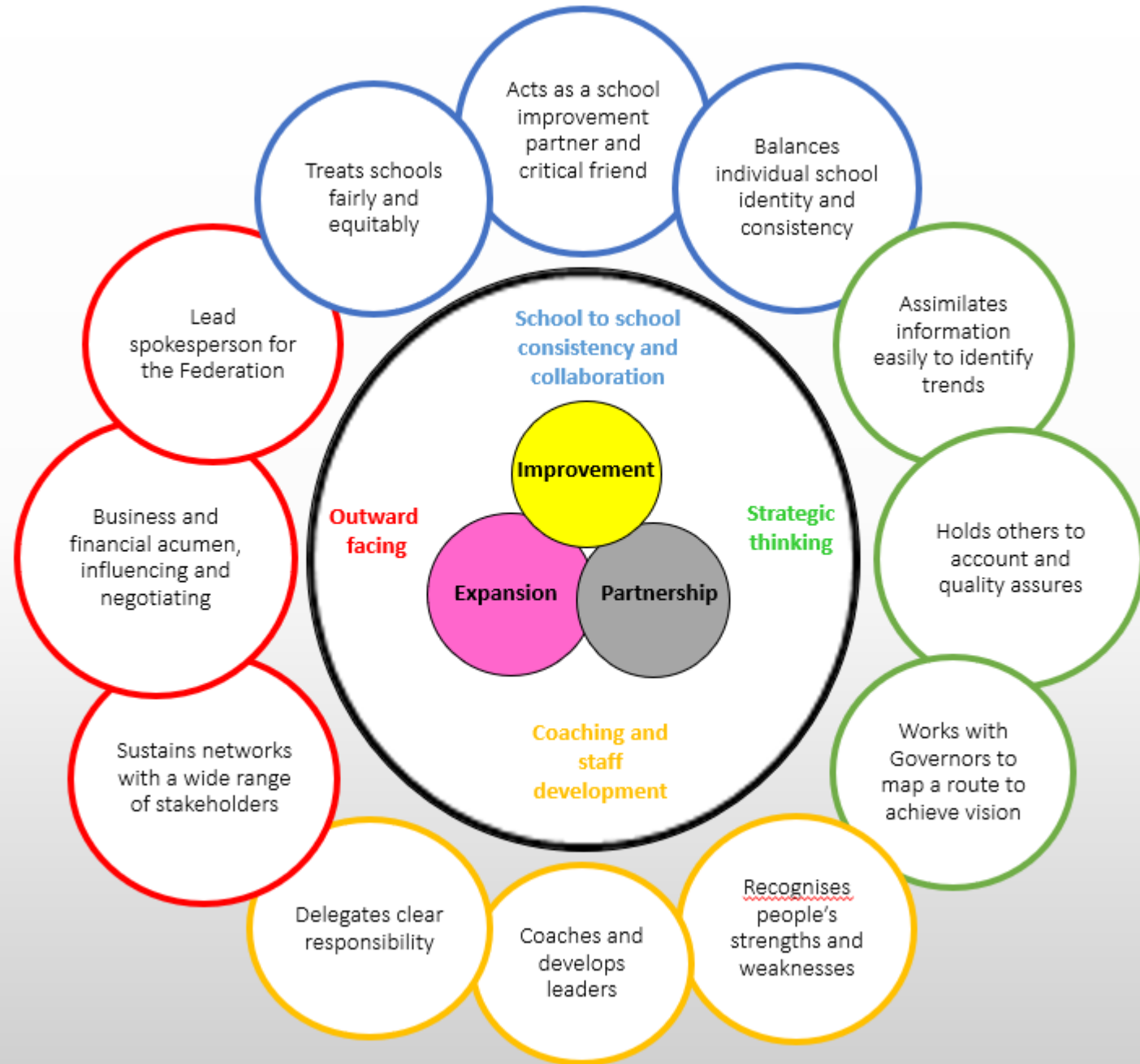
Following a period of consultation The Rainbow Federation was formally created in February 2020 and led by a single governing body and an Executive Headteacher who had been the Headteacher of Bryn Hafod.

Federation Vision

*Bringing out the best
in each other!*



The role of the Executive Headteacher





Staff

- Reduction in workload. (PPA in team / capacity)
- Sharing of good practice.
- More opportunities for CPD.
- Share resources and ideas.
- Leadership opportunities within the federation.
- Promotion to leadership roles outside of the federation.
- Well supported staff.
- Improvement in wellbeing.

Other

- Balanced budgets (previously deficit)
- Increased pupil numbers at GYA
- Strategic Governing Body (no vacancies)
- Staffing structure more effective and efficient.

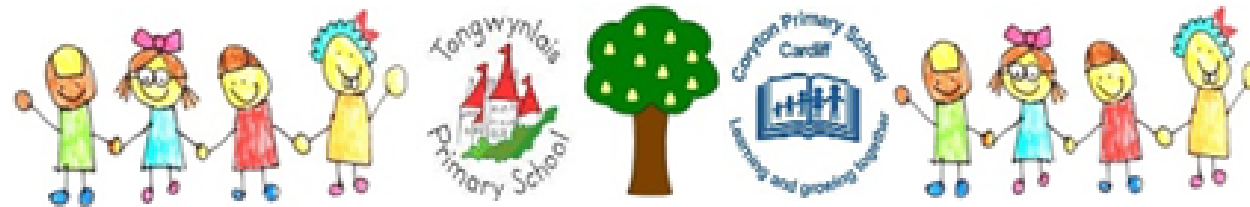
Learners

- Wider friendship circle.
- High quality shared resources.
- School trips together (cost reduced)
- Peer to peer working.
- Improved pupil voice.
- Equitable provision and experience.
- Wider range of learning experiences.

“Coming together is a beginning; keeping together is progress; working together is a success”
Henry Ford

The Pear Tree Federation Context

- Two 1FE primary schools (Coryton and Tongwynlais) 1.3 miles apart
- Both schools have high averages for eFSM and increasing numbers of ALN and EAL families
- Coryton Primary is in the Whitchurch cluster of schools and Tongwynlais is in the Radyr cluster
- Positive Governing Body led federation, with support from the LA/ CSC, following the resignation of one headteacher and a period of collaboration between the two schools.



Federation Structure and Focus

- The Pear Tree Federation has been led by an Executive Headteacher and single governing body since April 2018 following no opposition to a full stakeholder consultation in the March.
- Initially the federation consisted of one deputy headteacher per school, separate TLR post holders for differing responsibilities in each school and separate ALNCo's
- As the federation has evolved over time the structures have been aligned to reflect better the collaborative nature of a federation. The current structure is 1 x Executive HT, 1 x Executive DHT and 2 Assistant Headteachers (school specific) – all who are on federation contracts and able to lead in either setting. A TLR restructure is ongoing with the aim to have cross-federation TLR holders leading in both schools. These TLR's will be for Curriculum/ Assessment and Progression and ALN
- From the outset, the Governing Body was clear in its 'vision' for the federation and the benefits this could bring to the two schools. Governors identified how each school would benefit from the strength of the federation, yet still retain its own unique identity, name and uniform etc. It saw the benefits of 'joint practice development' in raising standards and provision and through sharing professional expertise and experience. The governors saw clearly how the federation would strengthen school improvement work improving outcomes and provision for all pupils. They identified the breadth of potential opportunities that a formal federated arrangement can bring for sharing resources (at all levels), policy and systems as well as offering increased professional development opportunities for staff.

Impact and benefits secured

Learners:

- Wide range of learning opportunities including joint school educational visits
- Curriculum designed by a range of staff from across the federation involving wider pupil voice
- Cross federation opportunities for peer to peer working e.g. individual classes, groups such as School Council, Super Ambassador's, federation show – Alice in Wonderland
- Widened friendships and improved transition arrangements for pupils attending non-catchment schools

Staff:

- Shared planning is informed by wider expertise, skills and experience leading to a reduction in workload
- Recruitment and retention of staff is improved due to nature of federation contracts leading to better job security and capacity to retain high performing staff within the federation
- Improved professional learning opportunities, including federation INSET days and twilights, and opportunities for leadership development within the organisation

Finance:

- Despite both schools being in a deficit budget position in the last financial year, the federation does provide greater value for money
- The current Leadership model is more streamlined and financially efficient
- The federation benefits from 'better' buying power as a single organisation which has led to savings for example on subscriptions, shared bus trips for excursions etc



Ffederasiwn y Ddraig

- Ffederasiwn y Ddraig – Ysgol Bro Eirwg and Ysgol Pen y Pîl
- The schools collaborated in September 2017 when the Headteacher of Ysgol Pen y Pîl retired. The schools federated in September 2019
- Ysgol Bro Eirwg is a 2 form entry school with 28% eFSM located in Llanrhyimni, Ysgol Pen y Pîl is a 1 form entry school with 39% eFSM located in Trowbridge
- Both schools are in the Bro Edern cluster

Ffederasiwn y Ddraig



- Ffederasiwn y Ddraig is led by an Executive Headteacher with a Head of School in both schools
- We have one ALNCO working across the Federation
- Our TLRs are progress leaders who are based in one school but collaborate with their counterparts in the other school
- We have one Site Manager responsible for both sites

Our purpose is to give everyone the opportunity to be the best they can be. We believe that we can achieve much more by working in partnership than by working alone.

Impact



Learners and families

- Improved learning experiences and outcomes due to shared planning of curriculum by staff
- Joint educational visits
- Joint residential visits
- Opportunities to increase friendship circles

Workforce

- Sharing of good practice and expertise
- Joint training opportunities
- Shared planning to reduce workload and improve standards
- Shared resources
- Increased opportunities for professional development and progression

Finances

- Staff expertise shared across the federation
- Business continuity improved
- Economies of scale