

Review Findings : Oaklands-Raine's

1st April 2019

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NB Throughout this report, the use of the term 'Oaklands Site' can be assumed to refer to the current Oaklands site, the use of the term 'Raines Site' to the current Raines Lower School site and the use of the term 'Approach Road Site' to the current Raines main site.

1 Introduction

- 1.1 In early 2019, a decision having been taken - for both educational and financial reasons - to assess the future sustainability of Raine's Foundation School, the LA initiated a detailed exploration of the potential impact and implications of closure.
- 1.2 As part of this – it having been established that Anglican Diocesan officers were open to the idea of making the currently unoccupied Raines's Lower School site available for use by another school – the LA also began exploring the possibility of transferring the school places to nearby Oaklands.
- 1.3 In view of this, further planned improvements to the Raine's site were put temporarily on hold, pending receipt of the findings included in this review - as carried out at the request of the LA by two experienced former headteachers, who were asked to report back as appropriate under the following headings :
- The proposed size and organisation of the new school
 - Premises site and accommodation requirements
 - Proposed governance and leadership structure
 - Educational vision, aims and ethos
 - Curriculum delivery model
 - SEN
 - Admission arrangements
 - Finance
 - Staffing model
 - Parent and pupil engagement
 - Proposed sequencing and timescale of the two linked projects
 - Overall conclusions
- 1.4 The two consultants subsequently met with relevant stakeholders, reviewed accommodation at both sites and carried out appropriate benchmarking with other schools of a similar size and type to the proposed new Oaklands School – findings and recommendations as per the following.
- 1.5 As agreed, the key recommendations have been shared, thoroughly discussed with and broadly welcomed by key senior leaders at Oaklands (HT, DHs, SBM) in advance of final submission of this report.

2 Summary of Recommendations

- 2.1 Key recommendations as follows :
- No pupils to be admitted to either Y7 or Y12 of the Raines School roll in September 2019. See also Appendix D.
 - Pupils holding offers of places in Raine's Y7 for September 2019 - currently less than 30 in total - to be instead offered places with Oaklands, unless preferring to seek places elsewhere.
 - In particular, families still indicating a strong preference for places for their children in an Anglican school to be provided with priority support – from the LA or Diocese as appropriate.
 - Approach Road to remain open to Raine's pupils due to enter Years 8-11 and Y13 in September 2019 through the academic year 2019-2020 **only**.
 - Raines School to formally close on 31st August 2020, with all Raine's pupils about to enter Years 9-11 transferring to the Oaklands roll - unless preferring to seek places elsewhere – releasing Approach Road to other uses.
 - Longer-term – ie from August 2020 - Oaklands Site to house Years 7-10, Raine's Site to house Years 11-13 plus **all** PE teaching to be delivered at Raine's Site.

- However, September 2019, Oaklands post-16 provision **only** to be moved to Raine's Site – thereby ensuring release of sufficient teaching space at Oaklands to support enrolment of up to 3FE of new Y7 pupils, if needed.
 - In relation to which, Accommodation Plans for both sites – Raine's and Oaklands – to be prepared by the LA, with the Raine's site as first priority.
 - Work to be carried out to Raine's Site March-August 2019 as follows :
 - Further refurbishment of the ground floor areas – as a minimum sufficient to provide :
 - Additional classrooms spaces beyond those already available on the upper floors
 - An adequate reception area
 - Acceptable dining arrangements
 - Remainder of the Raine's Site to be separated off as a construction site, enabling construction of sports hall, MUGA etc plus further refurbishment/building as agreed. (See also Appendix B.)
 - Oaklands PAN for all Years 7-11 to be increased to minimum 180 (6FE) but preferably 210 (7FE) from September 2019. See also Appendix A.
- 2.2 See following detailed findings/recommendations in response to headings set out in 1.3 above.

3 Proposed Pupil Capacity/PAN

- 3.1 Regarding the final size of the new Oaklands, with respect to Years 7-11, the recommendation is that the new school should preferably be 7FE - thereby securing one for one replacement of the 3FE which have consistently been assigned to Raine's over recent years – but, if not, minimum 6FE.
- 3.2 With respect to target numbers for post-16 pupils, the recommendation is that – with the new facilities not yet up and running and the expansion programme not yet even commenced – it is too early to say with absolute confidence whether or not the school will be successful in recruiting to its stated target of 300.
- 3.3 However, assuming an increase at pre-16 level, even only to 6FE, it seems not unreasonable to estimate that – assuming full take up of pre-16 places – post-16 numbers will increase to at least 250.
- 3.4 See also Appendix A.

4 Premises Site and Accommodation Requirements.

- 4.1 Based on conversations with senior staff at Oaklands and detailed consideration of both the current and potential capacity of both sites – in particular taking careful note of the extensive works already carried out at the Raine's Site to transform it into a predominantly post-16 centre – the recommendation is that the Raine's Site should house (a) Years 11-13 and (b) **all** the school's PE facilities.
- 4.2 With respect to the recommendation to consolidate all PE teaching on to the Raine's Site please see also details included in Appendix B.

5 Finance

- 5.1 No specific recommendations to offer in relation to ongoing financial management – which, it is assumed, will continue to operate in line with normal best practice.
- 5.2 However, it is strongly recommended that illustrations are prepared as a matter of urgency, setting out what might reasonably be expected by way of income, should Oaklands expand to (a) 6FE and (b) 7FE – however also clearly indicating potential variations to income if less than full uptake.

6 Staffing Model

- 6.1 No specific recommendations as regards the fine detail of any staffing model – decisions in relation to which will ultimately rest with the Oaklands GB.
- 6.2 However, drawing on benchmarking with appropriately comparable 6FE and 7FE schools, both with 6th Forms, the following indicative FTEs are offered for guidance :

	FTE Teachers (including HT)	FTE Support Staff
6FE + small 6 th Form	71	61
7FE + larger 6 th Form	79	65

- 6.3 See also Appendix C.

7 Sequencing and Timescale : Recommendations

- 7.1 No further admissions of pupils to any year group at Raine's not already operational – ie no admissions at all to either Y7 or Y12 for September 2019. See also Appendix D.
- 7.2 Raines pupils currently in any of Years 7-10 or Y12 to continue to be educated on site at Approach Road through 2019-2020.
- 7.3 Thereafter, Raine's School to formally close on 31 August 2020 – with any pupils, who by then will be about to enter Years 9-11, being guaranteed places at new Oaklands, unless preferring to take up places elsewhere.
- 7.4 Additionally, it is very strongly recommended that the LA also takes steps to engage the involvement and support of other headteachers and governors in relation to ensuring :
- Full understanding of the educational and financial importance of as many Raine's pupils as possible transferring to the Oaklands roll - specifically no aggressive marketing by schools potentially wishing to expand their own rolls, as consistent with expectations already set out in the agreed LA policy.
 - Sympathetic response to requests for places for Raine's pupils whose families are specifically requesting **not** to transfer to Oaklands, for whatever reason.
- 7.5 If at all practicable, Oaklands post-16 provision to be relocated to the Raines site for September 2019 – ie moved across to occupy all those areas of the site that have already been fully refurbished **and** such parts of the ground floor as can be readied for use for September 2019 - particularly the ground floor classroom spaces to the East end of the site.
- 7.6 If 7.5 above agreed, work to be carried out between now and end of August 2019 to ensure (a) access for 6th formers to the upper levels of the building by way of a refurbished ground floor section to the east end of the site and (b) separation of the rest of the site as a construction site, enabling safe construction of the sports facilities and refurbishment of the rest of the ground floor to continue through 2019-2020.
- 7.7 Interim catering arrangements also to be devised and actioned to ensure that – as an absolute minimum - 6th form students entitled to FSM can be catered for.
- 7.8 Timescale for remodelling other spaces at the Oaklands Site, as set out in Section 4 earlier, to be over a longer-term period yet to be agreed.
- 7.9 See also Appendix B.

8 TUPE Implications

- 8.1 Subject to careful checking by LA-HR, the recommendation is to proceed as follows, as consistent with agreed LA policy.
- 8.2 All Oaklands staff, both teaching and support, currently holding permanent contracts, to automatically retain their substantive posts – ie no requirement to compete for posts with Raine's staff.
- 8.3 However, in the case of any vacancies subsequently arising – whether through natural turnover over or as a result of overall staff increases, linked to expansion – staff currently holding permanent contracts with Raines to be entitled to first consideration for these posts.
- 8.4 Definition of 'First Consideration' to be as follows :

- Raines staff at risk of redundancy – and also holding permanent contracts - to receive priority notification of any vacancies arising at Oaklands at any time from **April 2019 to August 2020**.
 - Any Raines staff requesting to be considered for a vacancy as above to be considered **before** the post in question goes to open advert.
 - In situations where at least one Raine’s staff member holding a permanent contract is able to demonstrate a sufficiently close match to the person specification for the post, an appointment will be made.
 - In situations where no Raine’s staff member holding a permanent contract is able to demonstrate a sufficiently close match to the person specification, the post will go to open advert.
- 8.5 In the case of vacancies potentially arising as a result of natural turnover, the expectation is that there will normally be a necessity for these to be filled immediately – ie any Raine’s staff wishing to be considered for such posts will have an absolute right to first consideration for such posts.
- 8.6 However, in the case of vacancies resulting from an overall expansion of Oaklands staffing, the likelihood will be that not all of these will be immediately affordable.
- 8.7 The recommendation therefore is for a shadow staffing structure for the new Oaklands to be agreed as a matter of urgency – including the following details :
- Exact number and nature (eg salary grading) of FTE posts expected to be needed, assuming full take up of all available pupil places.
 - Clear timelines indicating by what date each new post is expected to become affordable.

9 Matters to be decided by the Oaklands GB

Educational Vision, Aims and Ethos

- The recommendation is that decisions in relation to these should largely be left to what will be the new Oaklands GB and senior leadership team – however, fully taking account of the fact that it may be that a considerable number of pupils, out of those either currently enrolled or hoping to be enrolled at Raine’s, will transfer over at some point.

Governance and Leadership Structures

- No detailed recommendations to offer in relation to governance, which it is assumed will closely follow the current governance arrangements for Oaklands School – or in relation to leadership structure, which it is assumed will be determined by the new Oaklands GB.
- However, it is advised that the governors should take careful note of the FTE staffing illustrations included in Appendix C.

SEN

- No specific recommendations in relation to this, other than that all statutory requirements must be adhered to - as it is assumed will already be the case for both schools - and that careful consideration is given to the differing composition of the school populations.

Admission Arrangements

- No specific recommendations in relation to this – as a maintained school, it is assumed the current Oaklands admissions arrangements will continue to apply.

Curriculum Delivery Model

- No specific recommendations in relation to this – acknowledging the fact that, ultimately, decisions about a school’s curriculum and mode of delivery rest with the GB.
- However, it is advised that very careful comparison should be carried out - of both the curriculum and the teaching and learning approaches currently in place for Raines – and, where appropriate, taken account of.

Parent and Pupil Engagement

- No specific recommendations to offer in relation to this, other than to advise that all normal good practice in relation to formal consultation procedures be followed - again bearing in mind the differing school populations.

Appendix A New Oaklands PAN : 6FE or 7FE?

A1 Preliminary investigations confirm that the two sites combined – ie Oaklands and Raine’s – potentially have the capacity to be developed to accommodate 7FE + 6th form. For further details, see Appendix B.

A2 Whilst it is noted that there are potential drawbacks to 7FE as opposed to 6FE, it is felt that these are significantly outweighed by the potential advantages.

A3 The recommendation, therefore, is that the new school should preferably admit 7FE across Years 7-11.

Arguments for 7FE

A1 Whilst Raine’s is nominally 5FE, it currently runs year groups of maximum 3FE and has done so for some considerable time, due to low parental demand for Raine’s places. Expanding Oaklands to 7FE will therefore fully replace the operational places currently available at Raines – ie no obvious need for any other school to increase its PAN.

A2 Whilst this will obviously need to be checked with Building Services, initial inspection of the accommodation potentially available across the Oaklands and Raine’s Sites suggests that 7FE can be comfortably accommodated. For fuller details, see also Appendix B.

A3 A 7FE school – assuming good uptake of available places – can, under all normal circumstances, reasonably be expected to be much more financially viable than a 6FE school.

A4 A 7FE school also potentially provides a much more efficient vehicle for delivery of the curriculum. This is because almost all schools see it as educationally desirable to teach classes of less than 30, wherever practicable. What this usually means in practice is 7 teaching groups minimum across year groups of 180 (ie 6FE) and 8 teaching groups minimum across year groups of 210 (ie 7FE). Timetabling an even number of classes generally results in much more cost-effective deployment of staff than timetabling an odd number of classes.

A5 It also needs to be noted that a school developed as described in Appendix B following – ie with a purpose-designed 16-19 centre and state of the art sports facilities available for extensive community use – might well have potential to market itself to both its immediate and the wider community very effectively indeed.

Potential Arguments against 7FE

A6 The most obvious place for additional students for Oaklands to come from – at least initially - is the current and future Raine’s pupils. But it has to be presumed that most parents who have actively chosen Raine’s for their children - or at least been willing to accept a place there, failing their first choice – have done so for one or more reasons linked to the following :

- Faith status of the school – ie CofE
- Small (actual) size of the school – ie 3FE
- Proximity to home
- Friendship group

A7 With respect to faith status, it probably has to be accepted that families - for whom this is a key consideration – will likely opt to look for places elsewhere, at least in the first instance.

A8 With respect to small year group size, again, families for whom this is a prime consideration will likely begin by looking elsewhere. However, it needs to be noted that it is very unusual now to find schools of such small size.

A9 With respect to proximity to home, due to the geographical closeness of Oaklands to both Raines sites – ie very short walking distance from both – it seems unlikely that this will emerge as a major deciding factor for any families considering a transfer from Raine’s to Oaklands.

A10 With respect to friendship groups, whether or not this emerges as a deterrent factor for some families will probably largely depend on how successful or otherwise the Oaklands team is at marketing what the new Oaklands will have to offer.

Appendix B Options for new build/remodelling

B1 The matters dealt with in this appendix are as follows :

- Practicalities of housing 7FE + 6th Form, as opposed to 6FE + 6th Form
- Matters to be considered in relation to Oaklands Site
- Matters to be considered in relation to Raines Site (General)
- Matters to be considered in relation to Raines Site (PE Provision)
- Key Issues to be discussed/agreed with Oaklands HT and GB

Practicalities of housing 7FE

B2 A key recommendation of this report is that Years 11-13 should all relocate to the Raine's Site – together with **all** of PE. This will reduce the overall numbers of pupils currently housed at the Oaklands Site (800) by 320. Adding only 2FE to each of Years 7-10 will take the number of pupils needing to be housed at the Oaklands Site to 720 – ie considerably less than are currently housed.

B3 At the same time, relieving the Oaklands site of the need to maintain dedicated areas for post-16 and PE will release a number of other spaces to general use - thereby further increasing the capacity of the building.

B3 Adding 3FE to the Oaklands PAN – ie increasing to 7FE – will take the number of Y7-10 pupils needing to be housed at the Oaklands Site to 840 – ie slightly more than currently, however with more general use accommodation potentially coming available.

Oaklands Site

B5 Subject obviously to verification by Building Services, it is recommended that the following issues be addressed when agreeing an Accommodation Plan for the Oaklands site :

- Assumption to be that minimum 36 teaching spaces, will be needed at any given time – these to include some use of specialist spaces (eg Technology, Science), however, no PE facilities needed (all relocated to Raine's site).
- One or both indoor PE spaces (sports hall, gym) to be considered for conversion to potentially 4-5 classroom spaces across 2 floors.
- Review of space currently allocated to PE changing to see if feasible to release some/all of this to other uses.
- Review of dining area and adjacent kitchen area – both very small – to see whether these might be improved, whether through expansion or relocation (eg to part of one of the released PE spaces).
- Review of current LRC space – a very large space, which currently frequently has to be timetabled as classroom space – to ascertain whether a better use of this space might be to create a smaller dedicated LRC (ie safeguarded from use as classroom fallback under all normal circumstances) - releasing the remainder of the space for development as full-use general classrooms.

Raines Site (General)

B4 Again subject to verification by Building Services, it is recommended that the Raine's site be further developed as follows :

- Upper floors to be left largely as is – however, with some consideration being given to possibly combining one or more classroom spaces into a larger space capable of accommodating large scale examinations.
- If developing one or more spaces as above, these also to be fitted with sliding partitions to support their division back to normal sized classrooms, when not needed for examinations.
- Review of overall number of large teaching spaces needed to comfortably simultaneously accommodate Year 11-13. (Reasonable assumption = minimum ten Y11 classes, minimum five Y12 classes, minimum five Y13 classes at any given time = minimum 20 classes to be accommodated, including some use of specialist spaces, eg Technology, Science.)
- PE Provision as per the following.

Raines (PE Provision)

B5 Existing planning for the Raine's site already assumes construction of both a large sports hall – presumably with changing - and a sizeable MUGA.

B6 It is a key recommendation of this report that all PE teaching at the new Oaklands should take place at the Raine's site. In practical terms, this will be straight-forward enough to manage, for the following reasons :

- The Oaklands and Raine's sites will be literally minutes apart from each other along the same road. It will therefore be entirely feasible for pupils in Yrs7-10 to be walked down to the other site for one double period per week.
- Oaklands pupils already routinely go off site for some PE lessons.

Matters for Discussion/Agreement with Oaklands HT and GB

B7 It is recommended that the following matters be discussed/agreed asap with the Oaklands HT and GB, to establish a confirmed position, ahead of finalising any accommodation plans :

- Examinations – where will these take place? What implications, if any, will this have for the accommodation plan?
- What additional PE spaces, if any, will the school wish to have access to, beyond what has already been planned for, assuming all PE teaching relocates to the Raine's site - particularly in relation to the practicalities of delivering PE to half-year groups (c100 pupils) when all activities have to be delivered indoors, due to serious bad weather.
- What improvements would the school like to see in relation to dining at the Oaklands site?
- Any other key questions, as identified by Oaklands.

Appendix C Benchmarking Data : 6FE versus 7FE

C1 The details following relate to 2 actual schools - albeit here anonymised for obvious reasons – both well-known to one or both consultants and currently operating on funding levels very similar to what might reasonably be expected in TH.

C2 This data has been included to illustrate the very significant differences to FTE staffing that can exist between 2 schools serving comparable intakes but of slightly different size.

C3 In connection with which, the following should also be noted.

School B

C4 School B has very recently had to formally restructure, so has had to pare down its staffing levels very considerably and is now operating with virtually no financial reserves – ie the staffing shown very close mirrors what it can reasonably expect to afford year on year into the future.

C5 Most year groups are close to full. However, the 6th form is not large – currently c100 total – and not all subjects available to pre-16 pupils can be offered post-16.

C6 The school is single site.

School A

C7 School A is currently in a more favourable position financially, still having access to some reserves built up in previous years – and therefore enjoying some small scope for leeway, where needed, in relation to overall FTE, particularly teachers. The likelihood for this school is that, over time, even on current funding levels, it will, at some point, have to pare back to some degree on its overall staffing FTE.

C8 This school also is close to full in most year groups but also has a much larger 6th form – currently c200. It also offers a very wide choice of subjects post-16, currently thought to be wide enough to accommodate a significantly larger 6th form without needing to timetable additional groups

C9 This school also is single site.

	School A 7FE c200 Post-16 Single Site	School B 6FE c100 Post-16 Single Site	Expanded Oaklands (Proposed) 6FE	Expanded Oaklands (Proposed) 7FE
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Support Staff				
Business Manager	1	1	1	1
Finance	2	2	2	2
Head's PA	1	1	1	1
Admin	12	10	11	12
Data/Exams	2	3	3	3
LRC	1	1	1	1
Premises	5	3	4	4
ICT	3	2	3	3
Technicians	5	5	5	5
Teaching Assistants	19	17	18	19
Inclusion	14	11	12	14
Total FTE	65	56	61	65

Teaching Staff				
SLT	7	5	6	7
English	10.8	7.8	9	11
Maths	11.2	7.8	9	11
Science	12.8	8.6	11	13
Hums	9.8	9	9	10
MFL	4.8	3	4	4
Technology	2.8	2	3	3
Computing	2	2	2	2
Business	5	2	4	4
Art	2	2	2	2
Drama	2	2	2	2
Music	2	1	1	1
PE	4.6	4	4	4
SENCO	1	1	1	1
SEN-EAL	1	1	1	1
Other	0	0	3	3
Total FTE	78.8	58.2	71	79

Appendix D No Y7 admissions for Sept 2019

D1 The recommendation is that the educational arguments against admitting pupils to Raines Y7 in September 2019 massively outweigh any arguments in favour.

Arguments Against Admitting pupils to Raines Y7 for September 2019

D2 Pupils joining Y7 next September would be unacceptably educationally disadvantaged on a number of fronts.

D3 Firstly, by then the school will be widely known to be closing and the reasons for it – namely (a) serious underperformance – despite multiple interventions - over a lengthy period of time (b) serious and sustained lack of confidence in the school – as indicated by repeated low take up of available places and (c) financial unsustainability – linked to both the above.

D4 Secondly, once staff currently employed by Raines become aware of the impending closure, almost certainly the vast majority will begin looking for other jobs. As staff leave, they will inevitably have to be replaced by other staff on either fixed-term contracts or supply contracts. These replacement staff – having no long-term job security with Raines – will inevitably themselves be on the lookout for permanent posts. The likelihood is that some, at least, will find employment elsewhere and themselves move on – necessitating further staff changes.

D5 All pupils attending Raines through 2019-2020, at some point will have to navigate a change of school – whether to Oaklands or elsewhere. For pupils currently already on roll at Raines, there is no way this can be avoided. However, for pupils not yet on roll – ie prospective Y7 pupils – it can be, by ensuring they start their secondary school career elsewhere, with an expectation of being able to continue with that institution through to the end of Y11.

Arguments For Admitting pupils to Raines Y7 for September 2019

D6 The recommendation is that there are no obvious educational arguments for admitting pupils to Raines Y7 in September. The only arguments regarded as even worth considering all relate to possible legal challenges and potential negative publicity, as follows.

D7 The current situation, as understood, is that 29 families – ie all those having put Raines as first choice - have been formally told that their children have places in Raines Y7 for September.

D8 Assuming no admissions to Raines Y7, these parents will now all have to be told that the places they thought they were being guaranteed are no longer available. It may be that some parents will seek to challenge the decision to withdraw the places.

D9 Even if not, it may be that these same parents – for whatever reason - will to varying degrees be resistant to the idea of accepting a place at Oaklands. If so, considerable time and energy will need to be employed to finding appropriate places elsewhere.

D10 Further to point D9 above, it could turn out to be the case that an awkward proportion of the 29 did accept the immediate offer of a place at Oaklands – resulting in Oaklands having to run an additional Y7 class without necessarily accruing sufficient additional income to fully cover the costs of any additional teaching staff or other front-facing staff (eg teaching assistants) it might need to employ.

D9 Further to D8 above, depending on how details of the story reach the media, it may be that there will be negative reporting of the story. It is assumed that careful thought is already being given to the strategy for coordinated release of information relating to the likely closure of Raines.