



Connect Federation



Connect Federation Shared Vision

The **intent** of the Federation is to ensure that we achieve the very best outcomes for pupils through community driven schools that meet the bespoke needs of their unique communities.

This will be **implemented** through the permanent appointment of an Executive Head to work with Heads of Schools in each of the federation schools. We will build on the combined strengths of each school's unique characteristics and identified strengths underpinned by strong, purposeful and specific systems. There will be breadth and depth to all areas of learning across all schools and a systematic approach to performance appraisal for all staff, to ensure the intent, that the very best outcomes for pupils, are achieved.

The **impact** will be measured through feedback from stakeholders, Ofsted and pupil performance outcomes, and a recognised passion for learning and expertise.





The Connect Federation

The schools are geographically close, and would share a Governing Board who are responsible for setting the strategic direction of the schools. The Governing Board will work closely with the Executive Headteacher to ensure that it has an oversight of all Federation policies and is proactive in its implementation and impact across the schools. This includes the management of all finances.

As Connect Federation, we will be one organisation but serve three communities on three separate school sites. The Executive Headteacher oversees qualities and standards in all areas, for all schools, with support from the Executive Business Manager.

Each school has a designated Head of School who manages the day-to-day operation. They work in partnership with all staff, implementing the Federation policies and working to achieve the agreed vision and strategic aims.

The Heads and staff from the schools will have the opportunity to share training, equipment and resources as well as embrace the opportunities to work collaboratively to ensure the highest quality teaching and learning is delivered for all children across the Federation.

We will work with the National Curriculum across the schools. Our shared vision and values mean that we are able to focus on building resilience and social skills to encourage children to aspire for their futures. The Partnership between stakeholders, parents and the school are central to the success of this.





Our Schools

Clyst Heath Nursery and Community Primary School

Clyst Heath has a strong, inclusive learning ethos where we live out our school values in a happy and confident way. The school motto 'Aim High, Achieve the Best' is well known by our children and frequently demonstrated in day-to-day life and activity of the school. We believe that education at Clyst Heath is an experience that all children should enjoy to the full and our curriculum offer is broad and balanced in order that this is upheld.

We offer a committed and talented team of staff who are focussed on delivering a curriculum through high quality teaching, which is rich and diverse for all children in our care. We want to be proud of the achievements of our children and to identify success in academic, social, cultural, physical and spiritual learning as they extend their knowledge and skills. Our school aims are to be inclusive, progressive, representative, positive and supportive.

We firmly believe that an effective partnership between home and school is vital and communications between us should be open, honest and friendly in order that positive experiences may be gained.

Our school was opened in September 2005. We have a Foundation Unit, 12 classrooms, a library, break out spaces, a large school hall, large playgrounds and inspiring outdoor classroom spaces, a sports field, administrative offices, staff and meeting rooms and a large

"Lovely friendly school in the heart of the community." - CH parents' survey 2019

"Great work ethic and teaching tailored to the individual to bring the best out in everyone. Teaching the children to value diversity." - CH parents' survey 2019





community room, with kitchen facilities, which is used by a number of community groups after school as well at weekends. The school hot lunches are cooked at, and transported from, our federated partner school at Countess Wear. The school grounds are landscaped and planted with a wide variety of trees and shrubs and our environmental area provides an additional learning space for pupils.

General Information

Type of school: Primary

School category : Local Authority

Age range: 3 -11

Location: Exeter, Devon

Number of children: 345

Number of classes: 11

Ofsted rating: Good in 2017

Pupil Premium %: 12%

% of children with SEND : 19%

% of children with EAL : 15%

Attendance 2018/2019 : 97.6%

EYFS good level of development 2019: 87%

Year 1 phonics 2019: 86%

Key stage 1 2019: Reading 68% /greater depth 23%

Writing 59% /greater depth 32%

Maths 73% / greater depth 23%

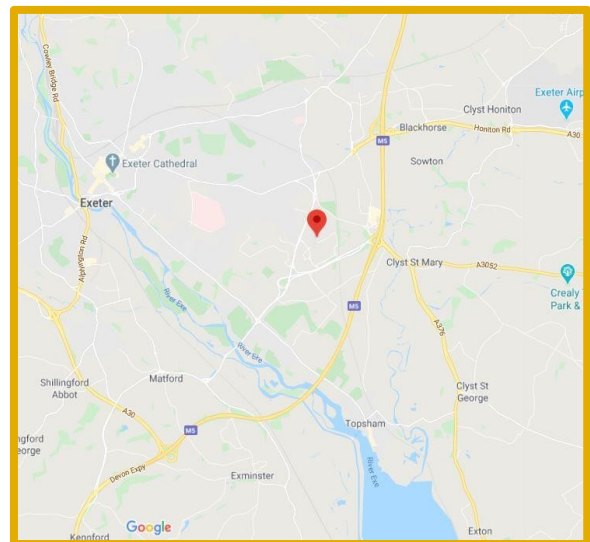
Key stage 2 2019: Reading 73% /greater depth 25%

Writing 80%/ greater depth 18.2%

Maths 82% /greater depth 23%

GAPS 82% /greater depth 38%

Average scaled score - Reading 104, Maths 106





Countess Wear Community Primary School

We have high expectations for all our children. We develop each child's interests, talents and skills, and we want each child to develop a love of learning and be motivated and challenged to achieve highly in all areas of their life. Our school motto reflects this: 'be everything you can be'.

Every child and their family are valued for their unique contribution to our school community. We are committed to supporting all aspects of children's development, including their moral, social, emotional, spiritual, creative and academic development. We believe that learning should be engaging and relevant, with opportunities for children to be creative, and make links between different areas of learning. We give children access to a broad and balanced curriculum, with opportunities to develop their talents and achieve highly in all areas. We strive to remove barriers for children so that they can 'be everything they can be.' We support and promote the British values of democracy, mutual respect and tolerance of those with different faiths and beliefs. We help children to develop the qualities and attitudes that will help them to move successfully on to the next stage in their lives. We want our children to become citizens who are confident, caring, considerate, reflective, resilient and resourceful.

We have a Foundation Unit, 12 classrooms, a library, break out spaces, a large school hall, large playgrounds and outdoor classroom spaces, a sports field, administrative offices, staff and meeting rooms and community room. The school hot lunches are cooked in the kitchen at Countess Wear. The school grounds are landscaped and planted with a wide variety of trees and shrubs and our environmental area provides an additional learning space for pupils. We are very fortunate to have extensive grounds and lots of areas for learning. The 'Tree House' is our classroom in the Forest School and is used by all of the class.



"My son has thrived in the foundation unit, and it is a joy to see how happy he is." - Parent View during Ofsted 2019



General Information

Type of school: Primary

School category : Local Authority

Age range : 2 -11

Location: Exeter, Devon

Number of children: 327

Number of classes : 11

Ofsted rating : Requires Improvement in 2019

Pupil Premium %: 30%

% of children with SEND: 29%

% of children with EAL: 7%

Attendance 2018/2019: 95.8%

EYFS good level of development 2019: 65.5%

Year 1 phonics 2019: 85.2%

Key stage 1 2019 : Reading 58.1% /greater depth 5%

Writing 60.5% /greater depth 0%

Maths 65.1% /greater depth 14%

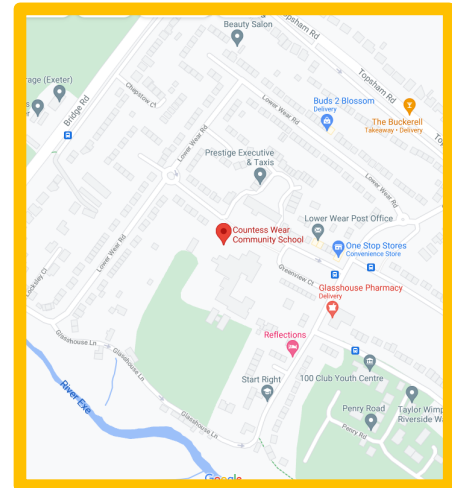
Key Stage 2 2019: Reading 55%/greater depth 16%

Writing 66%/greater depth 2%

Maths 71%/greater depth 14%

GAPS 57%, greater depth 20%

Average scales score: Reading 102, Maths 102





Marpool Primary School

Marpool Primary School

It is our aim to provide, for all our pupils, a high-quality education leading to achievement and success across the full primary curriculum. We want all children to have 'confidence/self-worth and aspire to achieve.'

We expect our work to create an effective partnership between home, school and the wider community; a relationship that has the needs of the child at its heart.

To achieve the best for all our pupils, we have developed a stimulating, secure and caring environment where we give high value to the good things that happen both in and beyond the school.

We seek to share skills, knowledge and experience in an atmosphere of trust and understanding. It is important to us that everyone is able to make a full contribution to both individual and school development and in doing so enjoy being part of our community. To ensure that everyone's efforts are appreciated and fully productive we maintain a clear sense of purpose, shared values and respect for others.

Opportunities are provided for both the children and adults of Marpool to review and inform the work and development of our school. Our school is situated on an extensive and attractive site that offers exceptional educational opportunities. The school grounds provide hard surface play areas, playing field and well-equipped recreation/play spaces. There are many different habitats including ponds and wooded area. Our school grounds provide a valuable resource that is used to promote quality in all areas of our work, the grounds combined with qualified staff enables us to provide children in our community with a wonderful 'Forest School' experience.

Children in our community have a wonderful 'Forest School' experience. Extra-curricular activities are organised depending on time, expertise and the help available. Usually, opportunities exist for pupils to participate in sport, the arts and interest areas such as computers, music and literature.



'Talented, caring teachers and other adults work as a dedicated team to create an environment in which pupils have the opportunity to thrive.'
Parent view 2019



General Information

Type of school: Primary

School category: Local Authority

Age range: 3 -11

Location: Exmouth, Devon

Number of children: 461

Number of classes: 16

Ofsted rating: Good 2017

Pupil Premium %: 18.5%

% of children with EAL: 1.7%

% of children with SEN: 22%

Attendance 2018/2019: 95.8%

EYFS good level of development 2019: 42.4%

Year 1 phonics 2019: 72.4%

Key stage 1 2019: Reading 67.9% /greater depth 10.7%

Writing 57.1% /greater depth 7.1%

Maths 66.1% /greater depth 14.3%

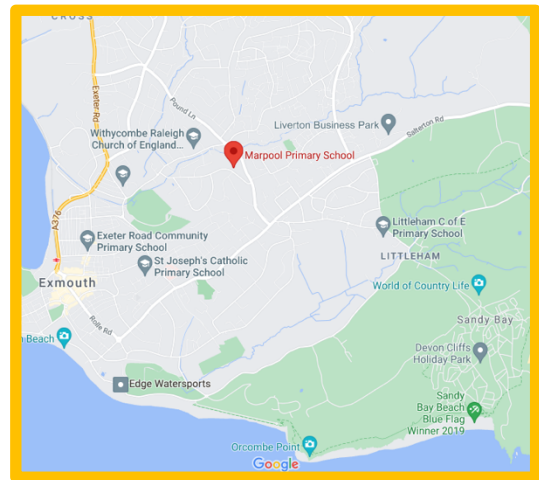
Key Stage 2 2019: Reading 79% /greater depth 21%

Writing 80%/greater depth 25%

Maths 96%/greater depth 33%

GAPS 89%, greater depth 38%

Average scales score: Reading 105, Maths 107

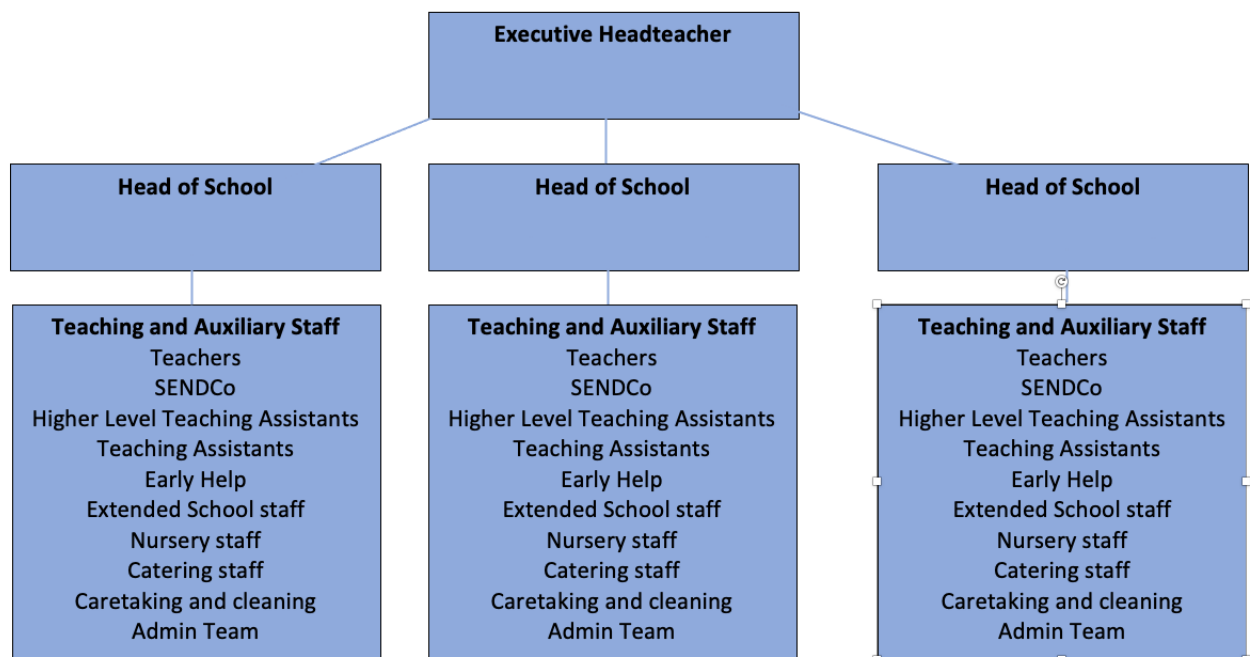




Teaching and Learning structure

Our staff across the three schools are dedicated to supporting all the children in our care. The experienced senior leadership team consists of the Executive Headteacher, three Heads of School and our School Business Manager.

Across the three schools we have a range of support staff including teaching assistants, HLTAs, admin team, kitchen & lunchtime team, site staff and extended school staff.



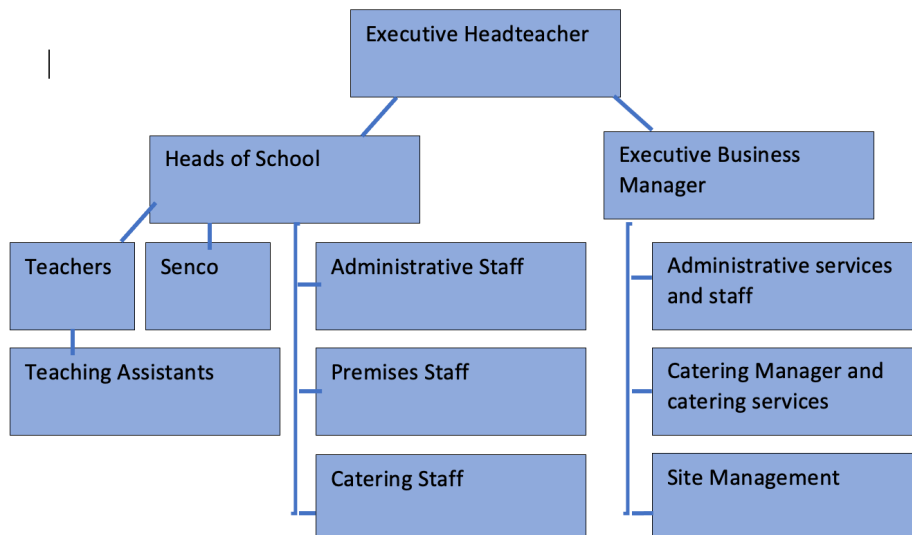


By working together, we will:

- Close gaps in the attainment and progress for all learners, to be at least in line with National Expectations.
- To improve the quality of teaching and learning, across all schools in the Federation.
- Continue to strengthen both strategic and operational leadership, including Governance.
- To develop curriculum leadership at all levels.
- Continue to foster positive partnerships with parents, carers and the wider community.
- To be outward facing and to seek opportunities to work across our communities to enhance outcomes for children and professional development for staff.

High quality outcomes for business and finance

The Executive Team will maximise the expertise of staff to create opportunities to develop efficiencies and procedures to have a positive outcome for pupils. The Executive Team will manage the non-teaching elements of the three schools, ensuring that Heads of Schools are able to concentrate on their core role, leading teaching and learning. The structure of this team is below:





The below chart shows the various functions that would be managed by the Executive Team.

Connect Federation Executive Team

ICT

Provide clear direction and develop long term plans for the Federation and link to the aims and objectives.

Human resource management

Leads the development of staff management strategies that support the school and Federation visions.

Health, safety and risk

Develops and leads a culture in which health, safety and environment are priorities across the Federation and inform strategy planning and decision making.

Workforce Planning and Staff structure

Lead the strategic and credible business case including financial analysis, options and recommendations to maximise efficiency and meet the needs of the SIP. Challenge and lead change and lead on impact and evaluation processes.

Growth Strategy/Sustainability

Contributes and assists in directing the Federation's growth strategy, clearly articulating the justification and impact on the Federation.

Operational effectiveness and innovation

Review and analyse relevant school information data to contribute to the school improvement plan and the overall Federation strategy.

Service co-ordination

Create a climate in which teams across the Federation collaborate to provide effective and responsive support services.



Marketing Strategy

Drives future change and works with Heads of Schools to implement change in planned marketing activities.

Policy, procedure and process

Leads on policy implementation and uses evaluation and monitoring to review policy effectiveness.

Appropriate use of public funds and governance

Promote a culture of value for money and excellence in resource management. Challenge expenditure and investment decisions at an operational level. Support robust governance.

Provide leadership, and trust

Demonstrate an inclusive and innovative approach that engages key stakeholders with the school and wider communities and drives performance.

Resources and facilities management

Strategically assess the use of resources and facilities, identifying areas of potential collaboration, efficiencies and income generation, to optimise learning outcomes across the Federation.

Asset Management/Strategic Capital Planning

Leads and implements an effective asset management strategy to optimise learning outcomes across the Federation.

Lead and manage Federation finances

Develop and lead the long-term financial planning process and ensure the effective budget allocation processes are in place to achieve the financial strategy.



The Executive Team are costed to each school based on a per pupil rate, which covers the salaries and oncosts for the staff. This means that each school will contribute a different amount depending on their pupil numbers.

School	Cost for Federation staff	Saving on 2020/21 leadership model
Countess Wear	£46,368	£23,628
Clyst Heath	£58,166	£11,830
Marpool	£67,620	£25,000

All three schools have set a balanced budget for five years, which were presented at each Governing Body FGB. The total saving across the next three years for the three schools is £155,000 on the Leadership model alone. If the management partnership moves to a Federation, then we would review the position of the Clerk to Governors.

FAQ Section

What do you envisage will be the split of time across the three schools?

The Executive Head will work in all three schools each week. The afternoons will predominately be Executive work, which will either be done at an individual school or at the Executive Team base. (Offices in Countess Wear)

Can you identify how the SLT at Marpool has evolved in supporting Liz at Marpool?

The staffing structure for teaching and learning will ensure that admin, teachers and Senco's support the Heads of Schools in the operational management of the school. The Executive Team will manage a significant proportion of work for each school as detailed in this pack.

Where does the present and future 'resource base' fit within the Federation vision?

The resource bases at both Countess Wear and Marpool will support the provision on offer for the children in our communities and are both part of the individual schools School Improvement Plans.

Will this affect staff contracts?

Any new staff will be issued a Connect Federation contract, and all current staff will retain their contract. No changes will be made to terms and conditions or any staff.

