



## BAWB Community Engagement Project Spring 2018

This document presents details of the challenges faced by the three Primary Schools which form the BAWB Federation:

- Bainbridge CE Primary and Nursery School**
- Askrigg VC Primary School**
- West Burton CE Primary School**

It also presents a summary of the financial and organisational modelling of a number of future options, further details of which can be found in appendices available on our website ([www.b-a-wb.co.uk](http://www.b-a-wb.co.uk)), at the Public Engagement drop-in sessions on Monday 26<sup>th</sup> February 2018, or by request from the school office.

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## Introduction

The Wensleydale villages of Bainbridge, Askrigg and West Burton and the areas directly around them are currently served by three separate rural primary schools, which became a Collaboration in 2014 and have been working together as the BAWB Federation since 2016.

Bainbridge and West Burton are both Church of England primary schools with close connections to the Diocese of Leeds. Askrigg is a voluntarily controlled primary school. All are NYCC Maintained Primary Schools and, as such, are funded by North Yorkshire County Council.

All three are small, rural schools with low pupil numbers. The number of pupils across these Wensleydale schools has been falling in recent years and the single governing board which is responsible for the three schools in the BAWB Federation has worked closely with the Diocese of Leeds and North Yorkshire County Council to consider how best to address the challenges faced by these schools.

This document supports a period of public engagement on the general issue of considering the best way to secure the educational interests of current and future pupils from the local area.

There will be three public engagement sessions on Monday 26<sup>th</sup> February 2018, and you are welcome to attend which ever one of the three sessions is the most convenient for you and at any time during the stated hours. The three public engagement drop-in sessions will be:

- 10:00am – 12:00pm: National Parks Office, Bainbridge
- 1:30pm – 3.30pm: Askrigg Primary School
- 5.00pm – 7.30pm: West Burton Primary School

## Why do we need to consider change now? An update since postponement in autumn 2017

The Governing Board has for some time been considering the ways of sustaining affordable and quality education in response to the challenges faced. Collectively, The Governing Board, County Council and Diocese consider that further change would benefit children by providing a structure which would allow them to continue to access the full range of experiences they need, despite falling rolls. There are also significant financial challenges which must be addressed by seeking efficiencies in some form or other.

The overall aim is to ensure any form of changed arrangements secure sustainable, quality education for the current and future pupils in the local area. The Governing Board has already considered a number of alternatives (with input from parents), yet decided not to proceed with any change until they have shared the challenges faced by the schools, the possible options for change, and heard the views of the communities.

There are two key significant concerns:

1. Falling pupil numbers (over time)
2. The Federation's financial position

This period of community engagement and the associated drop-in sessions were postponed in autumn 2017, following the release of the Government's new school funding formula, the impact of which we predicted would be seen in the financial modelling of our future options. It is essential for us to consider and respond to the most accurate financial models as possible, hence the postponement. We thank you for your patience during this time.

Prior to the new funding formula, it was difficult to identify an operational model which would keep all three schools open and address our large and growing budget deficits, leading to us having some preliminary exploration of potential school closure(s) as the only financially viable solution.

We are delighted to discover and announce that our small schools benefit considerably from the new formula, meaning that closure, from a financial perspective, is not the proposed solution for our schools at this time.

However, since the summer term 2016, we have been clear that the current structure of our schools cannot be maintained with pupil numbers as they are, and that some significant change needs to be implemented to address our deficits and to establish a more sustainable educational model across our three schools.

This document:

- Sets out background information which underpins our situation and difficulties
- Summarises modelling of closure and other alternative models
- Presents preferred organisational models, maintaining three schools open, on which we seek your feedback

## History and Governance

A two-way Collaboration existed in 2013 before the BAWB Federation was formed in 2016. In 2013 Askrigg and Bainbridge schools formed a Collaboration under the leadership of the new Headteacher. In 2014 West Burton joined the Collaboration when their Headteacher retired. In 2016 the BAWB Federation was created; 'BAWB' referring to the first letter of each school name.

In both a Collaboration and a Federation the schools remain separate schools and retain their names. A Federation is a formal agreement where schools are governed by one governing body and usually led by one headteacher. The shared governing body provides an effective and accountable mechanism for the schools to combine resources, purchasing, systems and staff, which release capacity for the Headteacher and provide a more effective structure in terms of recruitment and retention. This enables the Federation's leadership team to focus its attention on improving standards.

Federation governors' responsibilities extend across the three schools. The current Governing Board is made up of 11 Governors (1 x Headteacher [ex-officio], 2 x parent governors, 1 x LA appointed governor, 3 x co-opted governors, 3 x foundation governors, and 1 x staff governor).

Since 2016 national legislation has restricted the number of parent governor posts to 2 irrespective of the number of schools in the Federation.

## Current Organisational Arrangements

All three schools have a full primary range (4-11 years) on roll and have all been judged as Good schools by Ofsted at their last inspection (Bainbridge - February 2017, Askrigg - November 2015, West Burton - April 2013).

Bainbridge also has a nursery which serves the families of all three communities, though it is largely comprised of children from the Bainbridge and Askrigg catchments. Since the closure of West Witton playgroup in 2016, a small number of nursery-aged children have attended the Bainbridge nursery from the West Burton catchment.

Children arrive at their 'home school' (the school at which they are on roll) in the morning. The children of West Burton remain at West Burton School and are taught in the following classes:

	Class Name	Structure	Staffing	Pupil Numbers (as current)
1	Class One	YR, Y1 and Y2 (EYFS and KS1)	One full time teacher	YR = 4 Y1 = 1 Y2 = 4
2	Class Two	Y3, Y4, Y5, and Y6 (KS2)	One full time teacher	Y3 = 4 Y4 = 5 Y5 = 4 Y6 = 1

One full-time Teaching Assistant works across both classes.

After registration, the children of Bainbridge and Askrigg are transported (using a shuttle bus) to either Bainbridge (Nursery, YR and KS1 pupils) or Askrigg (KS2 pupils) where they are taught in the following classes:

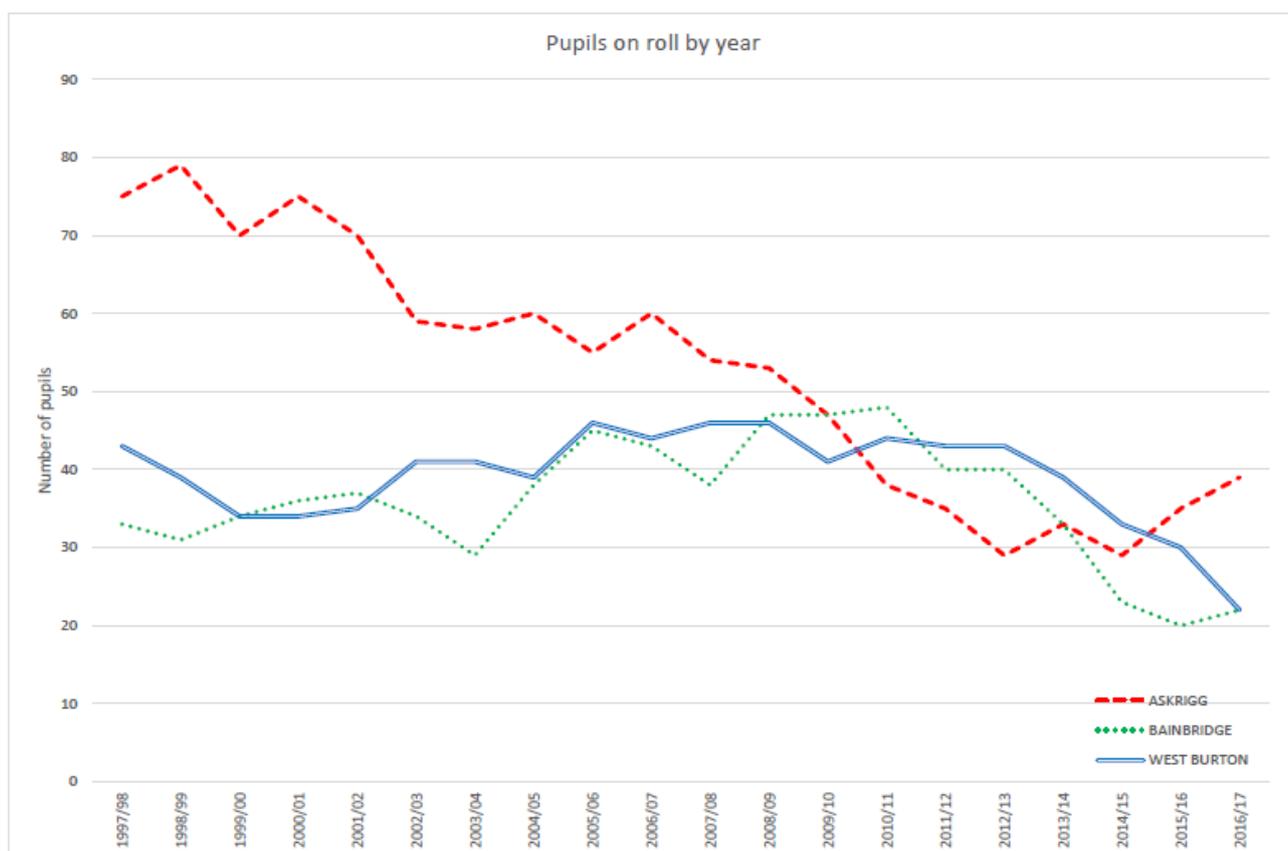
	Class Name	Location	Structure	Staffing	Pupil Numbers (as current)
1	Class One	Bainbridge	Nursery and YR (EYFS)	<ul style="list-style-type: none"> <li>• Job share, equating to one full-time (equivalent) teacher</li> <li>• 2 x part-time TA</li> </ul>	Nursery = 19 YR = 16
2	Class Two	Bainbridge	Y1 and Y2 (KS1)	<ul style="list-style-type: none"> <li>• One full time teacher</li> <li>• 2 x part-time TA</li> </ul>	Y1 = 7 Y2 = 14
3	Class Three	Askrigg	Y3 and Y4 (lower KS2)	<ul style="list-style-type: none"> <li>• One full time teacher</li> <li>• 2 x full-time one-to-one TA support</li> </ul>	Y3 = 5 Y4 = 8
4	Class Four	Askrigg	Y5 and Y6 (upper KS2)	<ul style="list-style-type: none"> <li>• One full time teacher</li> <li>• 1 x part-time TA</li> </ul>	Y5 = 4 Y6 = 10

Children of Bainbridge and Askrigg return to their home-school at the end of each day for Collective Worship.

### Pupil Numbers

The demographic trend in North Yorkshire in general is that pupil numbers in our rural primary schools are declining, while pupil numbers in the urban areas are increasing. This general trend is also evident across Richmondshire where rural pupil numbers are falling and yet, in Catterick Garrison for example, there is a need for expansion of existing schools and a whole new primary school.

This trend is evident in Wensleydale primary schools. The number of children attending the three BAWB schools has been falling gradually over the past 20 years or so. This decline is illustrated in the graph below which shows how the pupil numbers in each school have fluctuated over the past 20 years.



The graph shows that in 1997/98 there were 151 pupils across the three schools falling to 83 in 2016/17. In the case of Askrigg Primary School, for example, numbers have reduced from 75 pupils in 1997/98 to 39 pupils in

2016/17. Bainbridge Primary School had 33 pupils in 1997/98 but this number had dropped to 22 by 2016/17. West Burton Primary School had 43 pupils in 1997/98 but this number had almost halved to 22 by 2016/17.

These falling numbers has resulted in surplus capacity across the three schools and indicates the potential for some rationalisation of the school sites should that be required in the future. This is not our preferred option at this time but for completeness this subject is covered in more detail in **Appendix 1: An Evaluation of the Three School Sites.**

	Pupil Numbers 17/18	Forecast Pupil Numbers 18/19	Forecast Pupil Numbers 19/20	Forecast Pupil Numbers 20/21
Bainbridge CE Primary	24 (+19 Nursery)	33 (+14 Nursery)	36 (+ Nursery)	41 (+ Nursery)
Askrigg VC Primary	41	36	42	42
West Burton CE Primary	23	23	21	18
Total	88	92	99	101

In autumn 2017 there were 12 Children attending the Nursery at Bainbridge CE Primary; there are currently 19. In nursery we have three intakes per year and therefore expect a natural increase in numbers throughout the year.

It is difficult to highlight one reason for the demographic picture, but one significant factor is the limited number of new dwellings being provided in rural areas against the high number being provided by developers in urban areas. There is only a very small amount of housing planned within the catchment areas of the BAWB schools and this will have a minimal effect on pupil numbers.

Another factor (though perhaps less significant) is parental choice in relation to the primary children living across the catchment areas, including the shared West Burton and Bainbridge catchment.

Figures from 2017/18 show the following:

- 32 Primary aged children were resident in the Bainbridge catchment area. Of these 16 attended Bainbridge, 12 Hawes and 4 Askrigg
- 38 Primary aged children were resident in the Askrigg catchment area. Of these 35 attended Askrigg, 2 Leyburn and 1 Bainbridge
- 13 Primary aged children were resident in the West Burton catchment area. Of these 10 attended West Burton, 2 Masham, 1 Leyburn
- 17 Primary aged children were resident in the catchment area shared between Bainbridge and West Burton. Of these 8 attended West Burton, 4 Bainbridge, 3 Leyburn, 1 Masham and 1 Brompton on Swale
- In total of the 100 children resident in the BAWB catchment areas 78 attended one of the 3 schools; Bainbridge 21, Askrigg 39, West Burton 18
- There were 9 children resident outside of the BAWB catchment areas who attended a BAWB school; 5 from Leyburn, 3 from Hawes, 1 from out-of-county

BAWB schools have all been judged Good by OFSTED. However, declining numbers may make the OFSTED judgements more challenging to sustain and may eventually have an impact on standards.

The challenges associated with delivering an age appropriate curriculum in a school with a small number of children has been recognised and addressed to an extent by the informal working arrangements which the three BAWB schools have introduced and described earlier.

## The Financial Position

Schools manage their own budgets and are required by the North Yorkshire Scheme for Financing Schools to operate a balanced budget. A school in financial deficit is required to develop plans to bring their budget back into a balanced position.

The funding formula used to determine the level of funding received by each school is determined by a number of factors including pupil numbers, pupil characteristics and a lump sum amount for each school. Sparsity funding is available for small, rural schools where pupils would have to travel a significant distance to the next alternative school. Whilst each school receives a separate budget share, in order to benefit from operational efficiencies and economies of scale, the BAWB Federation operates an amalgamated budget for the three schools within the Federation. The BAWB Federation, like many other small, rural schools, is facing financial pressures. The overall position for the Federation at the end of the 2016/17 financial year was £4.1k revenue budget surplus. However, the Federation is forecasting significant cumulative budget deficits for future financial years. The summary financial position of the BAWB Federation (based on the latest pupil number projections) is detailed in table 1 below:

Table 1:

Item	Financial Year				
	2016/17	2017/18	2018/19	2019/20	2020/21
Funded Pupil Numbers*	85	77	87	92	99
	£'000	£'000	£'000	£'000	£'000
<b>Income</b>					
Funding Formula	586.5	564.9	591.1	602.3	630.6
Early Years Funding	33.2	44.2	36.0	23.0	23.0
Other Income	117.6	118.4	112.8	99.6	99.6
<b>Total Income</b>	<b>737.3</b>	<b>727.5</b>	<b>739.9</b>	<b>724.9</b>	<b>753.2</b>
<b>Expenditure</b>					
Staffing Costs	515.2	547.1	556.8	564.0	564.0
Premises Costs	93.9	98.6	96.6	96.6	96.6
Supplies & Services Costs	163.4	167.3	167.5	167.5	167.5
<b>Total Expenditure</b>	<b>772.5</b>	<b>813.0</b>	<b>820.9</b>	<b>828.1</b>	<b>828.1</b>
<b>In Year Position</b>	<b>-35.2</b>	<b>-85.5</b>	<b>-81.0</b>	<b>-103.2</b>	<b>-74.9</b>
<b>Balance Brought Forward</b>	<b>39.3</b>	<b>4.1</b>	<b>-81.4</b>	<b>-162.4</b>	<b>-265.6</b>
<b>Cumulative Balance</b>	<b>4.1</b>	<b>-81.4</b>	<b>-162.4</b>	<b>-265.6</b>	<b>-340.5</b>

\*Schools are funded based on the pupil numbers recorded on the national school census undertaken in the previous October i.e. October 2016 pupil numbers are the basis for the funding of the 2017/18 financial year.

In Autumn 2017 the Department for Education announced national changes to the school funding formula where in the longer term all school budgets will be set using a new national funding formula. However, for the 2018/19 and 2019/20 financial years a 'soft' approach will be undertaken where the funding which local authorities receive will be based on the new formula with transitional arrangements. For these two years, local authorities have the discretion to continue to determine the formula arrangements for the distribution of funding to schools. North Yorkshire County Council, in conjunction with school representatives on the North Yorkshire Education Partnership, has decided to use this national funding formula with the associated transitional arrangements from 2018/19 as a basis for distributing funding to schools. The options and projections contained within this document are based on this methodology. At this stage, the Department for Education has not yet stated when the national funding formula will be fully implemented and the transitional arrangements will cease. The transitional funding arrangements guarantee a minimum level of funding for schools but they also cap the level of funding gain which a school can experience. Overall, it is estimated that North Yorkshire will receive approx. £14 million more in school funding when the national funding formula is fully implemented (compared with the 2017/18 funding baseline).

The three schools in the BAWB Federation are currently estimated to receive an overall increase of approx. £55,000 in funding when the national funding formula is fully implemented. However, the transitional funding arrangements in place for at least the next two financial years ‘cap’ the gain in funding which a school is able to receive to an increase of 3% per year in the level of funding per pupil. The financial forecast based on the current operating model of the BAWB Federation (detailed in Table 1) indicates that the level of additional funding estimated to be received through the full implementation of the national funding formula would not be sufficient to achieve a balanced budget for the Federation and enable the repayment of the accumulated budget deficit to commence.

Organisational change is therefore necessary and the options and associated recommendation considered in this community engagement process are driven by a need to reduce costs and secure the financial viability of the BAWB Federation whilst continuing to retain high quality educational provision in the three schools.

### Site information

Given the reduced numbers described earlier there is potential for rationalisation of the school sites; an approach which we have extensively explored. Details of this including site capacities and characteristics can be read in **Appendix 1: An Evaluation of the Three School Sites**.

### The Future of the BAWB Federation

There are two general approaches which could be adopted in response to the challenges faced by the Federation:

- A consolidation of the schools so that a reduced number of sites remain operational (involving school closure).
- Some form of changed arrangements which continue to utilise the three school sites.

### Options which involve school closure

Prior to the announcement of the way in which the new funding formula might affect our budgets, we were in the unfortunate position of having to carefully explore the financial impact of models involving the closure of one or two schools. Regrettably this is something that has had to be faced in a number of North Yorkshire communities in recent years as falling numbers have made it impossible to financially sustain education of the appropriate breadth and quality.

If retaining two of the three schools were to be taken forward, then any two of the three schools would have the combined capacity to accommodate the current and forecast pupil numbers. However, if a single site were to be retained, only Askrigg, with a potential capacity of 110 pupils, would be suitable.

As part of due diligence of looking at all options some detailed analysis has been undertaken to examine the cost benefit of consolidation (closure). The summary findings can be seen in:

- **Appendix 3: School Closure Models**
- **Appendix 6: Financial Implications and Impact of all potential models**

A summary of closure models:

<b>Model 1</b>	<p><b><u>West Burton Closes</u></b></p> <ul style="list-style-type: none"> <li>- Bainbridge and Askrigg open</li> <li>- Assumes all West Burton children become on-roll at Bainbridge or Askrigg</li> <li>- Assumes a collaborative teaching arrangement between the open schools (i.e. movement of children to operate optimum of classes, as is done between Bainbridge and Askrigg currently).</li> </ul>
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<b>Model 2</b>	<p><b><u>Bainbridge Closes</u></b></p> <ul style="list-style-type: none"> <li>- Askrigg and West Burton open</li> <li>- Assumes all Bainbridge children become on-roll at Askrigg</li> <li>- Assumes a collaborative teaching arrangement between the open schools (i.e. movement of children to operate optimum of classes, as is done between Bainbridge and Askrigg currently).</li> </ul>
<b>Model 3</b>	<p><b><u>Bainbridge and West Burton Close</u></b></p> <ul style="list-style-type: none"> <li>- Askrigg = single school</li> <li>- Assumes all West Burton and Bainbridge children become on-roll at Askrigg</li> </ul>
<b>Model 4</b>	<p><b><u>Askrigg and West Burton Close</u></b></p> <ul style="list-style-type: none"> <li>- Bainbridge = single school</li> <li>- Assumes all West Burton and Askrigg children become on-roll at Bainbridge</li> </ul> <p>This model is considered undeliverable because the Bainbridge site cannot accommodate all the federation's children.</p>
<b>Model 5</b>	<p><b><u>Bainbridge Closes</u></b></p> <ul style="list-style-type: none"> <li>- Askrigg and West Burton open</li> <li>- Assumes all Bainbridge children become on-roll at Askrigg</li> <li>- Assumes children are <b>not</b> transported between buildings (as the regular teaching arrangement); are taught YR to Y6 onsite.</li> </ul>

### Changed arrangements using the 3 sites (keeping all three sites open)

The headteacher has previously shared with parents/carers a paper which summarised 12 options for organisational change that have previously been considered (see **Appendix 2: 2016 Changed Arrangements Using the 3 Sites – 12 original options**). Please note that this summary has been superseded by appendix 4 (see below).

These options all involved the transportation of children between sites in order to optimise class structure and reduce staffing costs. All options suggested to the Governing Body by parents / staff / community were considered by governors in our pledge to consider all suggestions at the time.

Beyond financial savings, the following issues are key considerations and drivers in terms of determining the advantages and disadvantages of any option:

- Maintaining the number of pupils taught on any one site at a reasonable level
- Ensuring that safeguarding responsibilities can be met with any structure established on each site
- Implications of creating only one class on any site (e.g. issues around lone working, morale, and recruitment/retention)
- Implications of creating classes containing multiple key stages (on standards, recruitment/retention, etc)
- Implications of having many year groups in one class (on standards, recruitment/retention, etc)
- Transport costs
- Travel time
- The logistical implications of transporting children **from** three schools **to** three schools
- Consistency and continuity
- Equity (between the children, staff, and communities of all three schools)

More recently, and following confirmation of the new funding formula to 19/20, five organisationally viable models have been financially remodelled and revisited based on the best available information at this current time including the most recent pupil numbers and pupil forecasts which, importantly, assume current pupils will remain within BAWB:

**See Appendix 4: Five Models of Operational Change (Keeping all three schools open, updated Dec-17)**

A summary of those models is as follows (please note that the options are so named as they relate to the options in the original list of 12):

	<b>Structure</b>
<b>Option 1</b>	<p>This was the initial proposal presented by the headteacher and governors in the summer term 2016: combine West Burton’s KS2 children with the current arrangements at Askrigg so that there would be:</p> <ul style="list-style-type: none"> <li>• 2 classes at Bainbridge (the EYFS and KS1 children of Bainbridge and Askrigg)</li> <li>• 2 classes at Askrigg (the Y3/4 and the Y5/6 children of Bainbridge, Askrigg and West Burrton)</li> <li>• 1 class at West Burton (the EYFS and KS1 children of West Burton)</li> </ul> <p><b>5 classes in total</b></p>
<b>Option 3</b>	<p>Reduce the number of classes at Askrigg to 1, meaning that there would be a Y3-6 class at both Askrigg and West Burton:</p> <ul style="list-style-type: none"> <li>• 2 classes at Bainbridge (the EYFS and KS1 children of Bainbridge and Askrigg)</li> <li>• 1 class at Askrigg (the Y3/4/5/6 children of Bainbridge and Askrigg)</li> <li>• 2 classes at West Burton (EYFS/KS1 and Y3/4/5/6 children of West Burton only)</li> </ul> <p><b>5 classes in total</b></p>
<b>Option 6</b>	<p>Combine and transport all of the federation’s children within the following structure:</p> <ul style="list-style-type: none"> <li>• BAWB EYFS and KS1 at Bainbridge (in 2 classes)</li> <li>• BAWB Y3/4 at West Burton</li> <li>• BAWB Y5/6 at Askrigg</li> </ul> <p><b>4 Classes in total</b></p>
<b>Option 7</b>	<p>Combine and transport all of the federation’s children within the following structure:</p> <ul style="list-style-type: none"> <li>• BAWB EYFS at Bainbridge</li> <li>• BAWB KS1 at West Burton</li> <li>• BAWB Y3/4 and Y5/6 at Askrigg (in 2 classes)</li> </ul> <p><b>4 Classes in total</b></p>
<b>Option 8</b>	<ul style="list-style-type: none"> <li>• 2 classes at Bainbridge (the EYFS and KS1 children of Bainbridge, Askrigg, and West Burton)</li> <li>• 1 class at Askrigg (the Y3/4/5/6 children of Bainbridge and Askrigg)</li> <li>• 1 class at West Burton (KS2 children of West Burton)</li> </ul> <p><b>4 Classes in total</b></p>

- Details of the class sizes for each of these models can be seen in **Appendix 5: Five Models of Operational Change (Class Sizes)**.
- A financial summary position for all closure and non-closure models can be seen in **Appendix 6: Financial Implications and Impact of all potential models**

**Recommendation**

You will see from **Appendix 6** that the best financial solution is delivered by one of options 6, 7, or 8 (internal reorganisation models, keeping all three schools open) as all three reduce our total number of classes to 4 (as opposed to our current 6). Importantly, in addition to the financial picture, we also need to consider all other factors listed above.

**Based on all factors it is the Governing Board’s recommendation that Option 7 is the most advantageous:**

<b>Option 7</b>	<p>Combine and transport all of the federation’s children within the following structure:</p> <ul style="list-style-type: none"> <li>• BAWB EYFS at Bainbridge (30 children)</li> <li>• BAWB KS1 at West Burton (28 children)</li> <li>• BAWB Y3/4 (27 children) and Y5/6 (21 children) at Askrigg</li> </ul> <p><b>4 Classes in total</b></p>
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This model offers one of the better financial solutions, and has the following advantages over the other two viable options (6 and 8):

- Greater equity between the children and communities of all three schools
- The children of complete key stages all on one site (unlike option 6 which teaches KS2 on two sites)
- No more than 2 year groups per class
- Optimum class sizes (see appendix 5)
- Appropriate buildings and facilities for the key stages detailed above
- Pupils remaining in shared cohorts for the duration of their primary schooling (unlike option 8 where they would split at KS2).

Please also note that, in our staffing assumptions for any of the options, no lone-working would take place on any site. Though there would only be one class on site at Bainbridge and West Burton (in option 7), there would always be an at-least adequate staff-pupil ratio and never fewer than two members of staff onsite at any time. In addition, we would likely need to extend the timings of the school day at West Burton to accommodate travel between sites. Details of this would be discussed with our families following any decision.

### Next steps

The financial position of the Federation means that some change for the 18/19 academic year is required. If, as is anticipated, changed arrangements are adopted which keep three sites open, but which consolidate the current teaching arrangements, these will be implemented by the Governing Body and with effect from September 2018.

Because any of these options is operational, a legal statutory consultation process is not required (as it would be with any school closure), though we seek to gather your views through this informal process.

A critical consideration for any of these options is that they have all been calculated based on current information and assumptions:

- The New National Funding Formula
- Known application dates for the formula
- Known and forecast pupil numbers (and the assumption that these known and current numbers do remain within the BAWB Federation’s proposed new structure)

None of the models provides absolute certainty for the future as we are always responding to external influence and Government policy, though all parties involved in this process (listed on the front page of this document) are supportive of one of these models in terms of its capacity to address our financial issues in the most effective way possible, whilst striving to maintain high-quality and safe teaching arrangements.

It is also important to be aware that changes in pupil numbers, cohort sizes etc, may involve adjustments to the chosen operational structure year-on-year. These decisions would be in the hands of the federation’s leadership team.

NB If a closure model is preferred, this would need approval by the County Council’s Executive. A statutory process would be followed involving a further two-stage consultation.

We would now like to invite your comments and contributions through one of the following channels:

- By completing the response form (enclosed) and returning to any of our three schools, marked as confidential for the attention of the Governing Board
- By email to [admin@askrigg.n-yorks.sch.uk](mailto:admin@askrigg.n-yorks.sch.uk). Please mark your subject field as: *ENGAGEMENT CONTRIBUTION*.

The timescale for a decision is as follows:

- Monday 26<sup>th</sup> February – Community drop-in sessions at three venues (details on page 1)
- Friday 9<sup>th</sup> March – Deadline for your written contributions
- Wednesday 21<sup>st</sup> March – Governing Board Decision (officers from the Local Authority and diocese will be in attendance)
- Thursday 22<sup>nd</sup> March – announcement of decision and feedback from responses
- September 2018 – implementation of new structure (assuming contributions from our community engagement does not lead us to a closure model)

Thank you very much for your patience, engagement, and understanding during a challenging exploration of the future for our Federation.

We hope that you share our delight that the financial picture does not force or lead us into a closure situation at this time, and hope that you therefore understand the pressing need to make changes to our current structure in order to (a) protect this position for as long as we are able and, (b) establish an educational structure which is able to provide the best quality educational experiences for our children within our federation.

We look forward to hearing from you.

All appendices referred to in this document are available from our website ([www.b-a-wb.co.uk](http://www.b-a-wb.co.uk)) or by request from the school office.

### **List of Appendices**

- ***Appendix 1: An Evaluation of the Three School Sites***
- ***Appendix 2: 2016 Changed arrangements using the 3 sites – 12 original options***
- ***Appendix 3: School Closure Models***
- ***Appendix 4: Five Models of Operational Change (Keeping all three schools open, updated Dec-17)***
- ***Appendix 5: Five Models of Operational Change (Class Sizes)***
- ***Appendix 6: Financial implications and impact of all potential models***