

**Preparing for the
future at
ROYDS HALL
COMMUNITY
SCHOOL**

**Securing the best system for our children's
future**

**Proposals for Royds Hall Community School:
secondary and primary (Luck Lane/Lily Park)**

17th May 2021

SHARE Multi-Academy Trust



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Our aims

These proposals affect how we organise Royds Hall Community School, a 4-16 through-school. Pupils at the secondary school will not notice any changes. There will be some major changes to the way we organise our primary sites.

We are proposing changes because we want to improve the learning environment for our primary children. We want to give all children access to the best, high quality resources, including:

- Well-stocked, spacious classrooms;
- Computers and ICT resources;
- A well-stocked library with a wealth of books and other reading material;
- Great sports and recreational facilities;
- A spacious, clean dining room;
- Plenty of outdoor space and playthings.

We also want to be able to offer a rich programme of extra-curricular activities, including after school clubs, trips, sports teams, drama and music.

We think our proposals will achieve this and help give our primary children the very best start in life.

The rest of this document describes how we plan to bring this about.

Background Information

Royds Hall Community School is made up of three separate sites, which we now treat as three separate schools:

- Royds Hall, A SHARE Academy
- Luck Lane, A SHARE Primary Academy
- Lily Park, A SHARE Primary Academy.

However, the Department for Education still recognise Royds Hall Community School as a single school serving pupils aged 4 to 16 (a 'through-school'). The decision to create a single school was made when Royds Hall was part of Aspire Trust.

After becoming a through-school, OFSTED judged Royds Hall to be inadequate in September 2017. It then joined SHARE Multi-Academy Trust in November 2018. Joining the trust meant some of the structures needed for a through-school were no longer required. For example, finance and human resources are now managed across a larger group of schools. Leaders of SHARE Multi-Academy Trust changed the way the three school sites operate, treating them as three separate schools. This has helped to drive improvements in each school because each school has a head, who is dedicated to raising standards. There is also a stable workforce, with staff working on a single site, rather than having to move between schools during the day.

We had planned to officially split the three sites into separate schools. This would have increased funding and reflects the way the three sites operate. We have changed our plans because of advice from the Department for Education, which we will describe later in this document.

Sadly, not enough children are currently attending the two primary sites. This makes it harder to offer the highest standards and balance the budget. We will not compromise our standards,

so both primary schools rely on financial support from the trust. We cannot maintain these costs for much longer.

After thinking hard about what to do next, we have come up with a plan. If our plan is successful, we will:

- **Create brilliant schools with the highest standards of teaching and learning.**
- **Offer a first-class curriculum in an excellent learning environment.**
- **Provide outstanding support for all our pupils, including the most able, those experiencing some form of disadvantage and those who need more help, including children with special educational needs and/or disabilities.**
- **Ensure the schools are financially secure, able to pay for the best resources and staff.**

We believe parents want their child to attend a great school, which is led well by a headteacher they know and trust. They want the best teachers and a stable workforce, who know their children and work hard to help them succeed.

We want the best possible environment for our children – a clean, safe and vibrant space that inspires them. This will support great learning. We are confident the proposals described later will help achieve that aim.

Site profiles

Before outlining our plans, we will describe the three sites in a little more detail.

Royds Hall, A SHARE Academy

We still refer to the secondary school as Royds Hall. Jenny Carr has been the headteacher since September 2018. We have made major changes since Royds Hall joined the trust. Most of the senior leadership team are new. We have appointed lots of new teachers and made major changes to the behaviour policy and the curriculum. These changes have helped the school improve considerably. We are confident the school is on track to be judged good at its next inspection.

At present, 828 pupils attend the secondary school. The capacity is 860, so the school is slightly undersubscribed. The number of pupils in year 7 is 175, which is over the published admission number (PAN) for that year group. Most pupils come from the Golcar ward. The number of pupils in each year group is given in table 1:

Table 1 – The number of students in each year group (Royds Hall)

Year	Pupils	PAN
Y7	175	172
Y8	160	172
Y9	162	172
Y10	163	172
Y11	168	172
Total 2020/21	828	
Total 2019/20	832	
Capacity	860	
On roll % Capacity	96%	

We think applications to join the school will increase further, as improvements are confirmed through examination results and OFSTED judgements.

Financially, the secondary school is secure. We may need to make some cuts if the government reduce our funding rates but this will not threaten the quality of our provision.

Royds Hall effectively consists of two buildings. One is old and dates back to 1866. An extension was built in the 1990s. The school sits in extensive grounds. The site is managed by SPIE, a facilities management company, because the new building was funded through a PFI (Private Finance Initiative). SPIE are responsible for building maintenance. Although there are aspects of the site we would like to improve, the facilities are suitable for the number of pupils attending the school.

We have a stable, well-qualified and talented group of staff working at Royds Hall. There are no risks to the quality of our provision.

Other than officially separating the secondary from the primary phase, we are not proposing to make changes.

Luck Lane, A SHARE Primary Academy

Luck Lane occupies a new building which opened in September 2016. The headteacher is Jo Jenkinson, who moved to this role in September 2018. Before then she led both primary sites.

The school was built because there was a large increase in the number of school age children from about 2010 onwards and there were not enough places available. This growth now appears to have slowed. There are currently 276 pupils on roll but the school could take up to 420 children. It is therefore 66% full. This is the first academic year where pupils attend in every year group (reception to year 6). This is because the first children to attend the school are now in year 6.

The number of children attending in each year group is as follows:

Table 2 – Children attending Luck Lane by year group:

Year	Pupils	PAN
N	0	0
R	42	60
Y1	39	60
Y2	34	60
Y3	42	60
Y4	51	60
Y5	39	60
Y6	29	60
Total 2020/21	276	
Total 2019/20	247	
Capacity	420	
On roll % Capacity	66%	

Luck Lane does not serve a specific area (priority admission area) because it was built to handle an increase in demand. The pupils come from a wide variety of areas. Most children live nearby,

in the Marsh and Paddock areas, but pupils also travel from Lockwood, Lindley, Golcar, Birkby and Fartown.

The facilities at Luck Lane are excellent. The classrooms are large, clean and bright. There is a lot of space on corridors and plenty of outdoor areas for children to play. The site also has lots of break-out spaces for small group work, a dance studio / community area and good facilities for staff. The site is managed by SHARE Multi-Academy Trust. Other than routine maintenance, the building does not require any improvements.

Lily Park, A SHARE Primary Academy

Lily Park was previously known as Beech Primary School. It has experienced some considerable challenges in recent years. Beech was judged inadequate in 2014 before joining Aspire Trust and becoming part of Royds Hall. It has therefore been judged inadequate on its last two inspections. There have been huge improvements since then. Thanks to excellent leadership and some brilliant teachers, the school is well on the way to being considered 'good'. A review commissioned by the trust in autumn 2019 confirmed how much the school had improved.

Unfortunately, not enough parents are choosing Lily Park. Currently, 126 pupils attend the school. The PAN is 230, so it is 60% full. The number of children attending in each year group can be seen in table 3:

Table 3 – Children attending Lily Park by year group:

Year	Pupils	PAN
N	0	0
R	22	30
Y1	6	30
Y2	16	30
Y3	13	30
Y4	27	30
Y5	24	30
Y6	18	30
Total 2020/21	126	
Total 2019/20	120	
Capacity	210	
On roll % Capacity	60%	

Given the school is operating well under capacity, we obtained further information about where children live and which other schools they attend. The key points are:

- 272 children live in the Lily Park Priority Admission Area (PAA);
- Of these, 64 attend Lily Park;
- The remaining children attending Lily Park live in other nearby areas, such as the Crow Lane PAA.

Lily Park was built in the 1970s. In contrast to Luck Lane, some of the classrooms are cramped, whilst others offer plenty of space. The latest condition survey (November 2018) stated that "the building is generally in need of attention". It needs an investment of at least £210,000 just to prevent 'serious deterioration'. It would cost considerably more to re-shape the learning environment to the standards we would like to see for our pupils.

Financial position

Budget numbers

School funding mostly depends on the number of pupils. The low numbers at Lily Park and Luck Lane have therefore caused problems with the budget. Table 4 shows the current financial position for each site:

Table 4 – School budgets (nearest £1,000)

School	Total Income	Surplus / Deficit for 2020-21	Balance at start of 2020-21	Balance at end of 2020-21
Royds Hall	£6,271,701	-£101,560	£704,892	£603,332
Luck Lane	£1,492,853	-£166,741	£ 64,340	-£102,401
Lily Park	£ 724,000	-£129,910	-£234,435	-£364,345

We have already made some savings by:

- Combining classes in Lily Park and Luck Lane, to reduce the number of teachers we need;
- Reducing the size of the trust’s central team, to reduce the cost of HR and financial support.

Although the deficit at Royds Hall looks large at the moment, the secondary school has a much bigger budget and we believe we can return the school to a healthy surplus this year.

We cannot fix the Lily Park budget without having a negative impact on children’s education. In fact, the changes would not be legally permissible, never mind ethical. For example, we would have to create teaching groups of more than 30 pupils or remove additional support for children with special educational needs.

With a few more pupils on roll and some restructuring, we can return Luck Lane to a budget surplus.

Department for Education Guidance

Conditions for schools to be separated

We wanted to officially separate the three sites into three schools last year and produced a consultation paper. This would effectively create three new schools. The Department for Education criteria for approving this are:

1. There must be demand, i.e. the schools should be full (of pupils);
2. The schools must offer a good quality of education (as judged by OFSTED);
3. Pupil numbers;
4. Quality of Education;
5. Challenges this presents.

We are confident we could achieve the second condition the next time Royds Hall is inspected.

Wider context

Our trust

Royds Hall is part of SHARE Multi-Academy Trust, a partnership of secondary and primary schools. All our schools are based in Kirklees. A central team oversees the trust's finances, human resources, health & safety, buildings maintenance and ICT. Another team supports school improvement.

A Director of Primary Education oversees Lily Park, Luck Lane and nearby Woodside Green. There are two other primary schools in Cleckheaton and Liversedge/Heckmondwike. Our primary schools operate common policies, share good practice and train together.

Royds Hall secondary school works closely with other trust high schools, all based in Kirklees. Again, they operate common policies, share good practice and train together.

Our trust was formed to help schools improve. We have found the majority of these improvements come when staff from the same phase (primary or secondary) work together.

The local area

We want to be constructive partners with other local primary schools and high schools. We also value our partnership with Kirklees Local Authority. We recognise that we work together to provide the best education and care for children and young people in Kirklees. We are committed to serving our community as best we can, which means we do not want to do anything that would disadvantage the people we serve or destabilise the wider school system.

Local population

Predicting future demand for school places is very difficult. However, we do know the number of children and births in the areas our schools serve are more or less stable, i.e. we expect the number of pupils needing a school place in the future is likely to remain the same as it is now. We know this because we have held meetings with the local authority's admissions planning team.

Our proposals

Aims

We have therefore set some conditions for any changes we make or propose. They must deliver:

- 1. The best quality of education possible for all our children and young people.**
- 2. The highest quality care and support for children, young people and families, particularly those experiencing some form of disadvantage.**
- 3. Popular schools that parents want to choose for their children.**
- 4. Value for money.**
- 5. A stable system that will meet the needs of the community for many years to come.**

Our aims also include things we do not want to do. We do NOT want to:

1. Disadvantage any child or family.
2. Destabilise other nearby schools.

Question 1

Do you support our aims, both in terms of what we want to achieve and the effects we want to avoid?

Question 2

Which aims would you change?

Question 3

Are there any other aims we should consider?

Our specific proposals

Our proposals can be summarised in two points:

1. Transfer pupils from the Lily Park site to Luck Lane;
2. De-amalgamate the secondary and primary school.

Our proposals will reduce the overall PAN for primary admissions from 90 to 60 from September 2023.

Transferring pupils from Lily Park to Luck Lane

This is the most significant change. We think it will have many advantages. In terms of each of our aims:

1. The best quality of education possible for all our children and young people

A single primary school will have full classes in every year group. Teachers can then plan and deliver a curriculum that is more carefully tailored to each child's stage of development. It is much easier, for example, to plan and deliver a mathematics lesson to thirty year 2 pupils than it is to a combination of year 1 and year 2 pupils.

A wider range of extra-curricular activities can be offered in a larger school. Having more children means more trips, visits, music, arts, sports and dance clubs become possible.

Our combined school will offer children and teachers the best resources to boost learning. The classrooms can be organised in different ways to support different learning activities. There are useful spaces for physical education and dance. There is also a vibrant outdoor space to boost physical activity and mental health. The site at Luck Lane is virtually brand new. It has outstanding facilities, including:

- Spacious, bright classrooms;
- Excellent ICT resources;
- A spacious dining room and hall;
- A dance studio;
- A well-stocked library;
- Lots of outdoor space for sport and play;
- Clean, safe toilets for children.

We think it is only fair that all children in our through-school have access to these excellent facilities.

2. The highest quality care and support for children, young people and families, particularly those experiencing some form of disadvantage

A full primary school allows us to employ the staff we need and give them time to do the job. We would be able to give the special needs coordinator more time to help children who need extra support for example. We would also be able to deploy our teaching assistants more effectively, tailoring the support each child needs more precisely.

We will also employ a dedicated pastoral support team, who will work with children and families who need more help. The benefit of the new system is we can operate a team based on one site. This will enable us to work with more families and spend more time with the children who need it most.

There is a lot of research which shows that pupils experiencing some form of disadvantaged benefit most from good teaching, a strong curriculum and high expectations. The new, combined school will employ and attract the best teachers and support staff. The wider trust support structures will ensure they receive the best training and advice.

3. Popular schools that parents want to choose for their children

Our values remain centred on 'Valuing People, Supporting Personal Best'.

Above all, we think parents want a school where their child will be happy. A full school creates more opportunities to build friendship groups with children of a similar age. We then need to offer lots of stimulating activities – a curriculum that extends beyond a narrow focus on academic subjects. Our combined school will offer a broad curriculum, including arts, music and sport. We will offer extra-curricular activities and first class childcare before and after school. This range of opportunities is much easier to deliver in a larger primary school, with full classes and a full complement of staff.

Academic performance is, of course, vitally important too. We already have great teachers and support staff at both schools. We intend to keep them and support them. We will provide the best training and support possible. Our staff will work with colleagues across the whole trust, so they have access to best practice in every year group. The new school will have one or two classes per year group, so teachers will be able to plan and teach a curriculum that is carefully tailored to each child's needs.

4. Value for money

Achieving value for money is vitally important. It means we can spend more money on children's education; that we can afford to pay for good teachers for every class and can afford all the support services some children need. It also means we can pay for resources that enhance children's experiences at school, including computers, sports equipment and good quality books.

At present, the two primary schools rely on financial support from elsewhere in the trust. We cannot guarantee this will be possible for ever because we do not know how much money the government will give to schools in the future. We need to act now, to create a school that is resilient, one that can weather the storm of budget cuts or other challenges we may face in the

future. The best way to secure this is to have a school that is fully subscribed, i.e. all our classes are full and the best way to achieve this to merge the two schools.

It is also worth noting the second element of our proposals, de-amalgamation brings another benefit. It means the primary school will receive a full block grant of £105,000, which every school is entitled to. At the moment, the block grant has to be shared with the secondary school.

5. A stable system that will meet the needs of the community for many years to come.

All of the above factors will create a stable school. In turn, that benefits our nearby schools and the wider system because we can plan to meet the needs of the community better.

We understand we need to offer more help to children and families who currently attend Lily Park. The help we will offer is described below.

6. Acting to prevent any child or family being disadvantaged

The biggest impact of our proposals will be on children who currently attend Lily Park. Most will have to travel further to school. To help, we will:

- **Provide a free bus for children currently attending Lily Park;**
- **Offer a free breakfast to children currently attending Lily Park, to help compensate for the longer day.**

We would welcome any other suggestions about how we can help children and families.

7. Avoid destabilising other schools

We think the best way to do this is to maintain our current admissions priorities. This means we will:

- **Continue to prioritise children living in the Lily Park Priority Admission Area;**
- **Maintain Luck Lane's admissions priorities.**

In time, patterns may change and families may choose other schools first. We understand this. We are happy to make a commitment to work with the local authority and other local admissions authorities, to provide the best solution for families and to avoid destabilising other schools.

We are consulting on two sets of admissions arrangements. The first, which will apply for admissions in September 2022, reflect that Royds Hall will still be a through-school at this time (Appendix A1/A2). The second set of arrangements include separate admissions arrangements for Luck Lane, A SHARE Primary Academy and Royds Hall, A SHARE Academy. They will be implemented if and when the two schools de-amalgamate (Appendix A3/A4). We anticipate they will apply to admissions for September 2023 onwards. Essentially, priority will continue to be given to the same pupils in the same way. The changes simply reflect the change of school status.

Question 4

Do you agree that our proposals will help achieve our 5 main aims?

Question 5

Do you have any alternative suggestions?

Question 6

Are there any other ways we can support families, particularly those experiencing challenges?

Question 7

Do you agree with our proposals for prioritising admissions? Will they help to avoid any negative impact on nearby schools?

Royds Hall, A SHARE Academy

So far, we have focused on the primary schools because the biggest changes are being proposed there. We have already set up the secondary school to run independently of the primary schools, so pupils and staff will notice very little difference in these proposals. There are two benefits for the secondary school:

- It will keep the full block grant, therefore receiving more money to support pupils;
- It will be subject to a separate OFSTED inspection from the primary school, allowing school and trust leaders to focus on the improvement priorities for each school.

Question 8

Do you agree the process of de-amalgamation will support Royds Hall, the secondary school?

Question 9

Are there any benefits or disadvantages to de-amalgamating that we have not considered in these proposals?

Consultation process

Timescales

17 th May 2021	Consultation period officially opens.
	Letters to be sent to parents and the local community/other interested parties, to include: Local Authority, Local MPs, local academies.
8 th June 2021	Consultation meetings to be held:
8 th June 2021	Meeting at Lily Park 8.30am
18 th June 2021	Meeting at Luck Lane 4.30pm
18 th June 2021	Meeting at Luck Lane 8.30am
18 th June 2021	Meeting at Lily Park 3pm.
27 th June 2021	Consultation period officially closes.
28 th June 2021	Senior Leaders, in consultation with the Board of Directors, to meet to discuss feedback & adjust plans accordingly.
1 st July 2021	Final proposals to be sent to the Board of Directors.
	OR
	Second consultation period if required

	End of second consultation period
	Review feedback from second consultation
4 th January 2022	Children move from Lily Park to Luck Lane

How to respond to this consultation

The consultation period will run from 17th May to 27th June 2021.

Public meetings will be held at each school (site) as follows:

8th June 2021 at 8.30 am – Lily Park, A SHARE Primary Academy
8th June 2021 at 4.30 pm – Luck Lane, A SHARE Primary Academy
18th June 2021 at 8.30 am– Luck Lane, A SHARE Primary Academy
18th June 2021 at 3.00 pm – Lily Park, A SHARE Primary Academy

Parents and other interested parties are welcome to attend any of the meetings, to ask questions and learn more about our proposals.

You can submit your views as follows:

By using the following Survey Monkey link to provide answers to the questions above:
<https://www.surveymonkey.co.uk/r/BTH8F7C>

In writing to:
Mrs J Newson
SHARE Multi-Academy Trust
c/o Shelley College
Huddersfield Road
Shelley
Huddersfield
HD8 8NL

Or, you can e-mail your views to: info@sharemat.org

Please note:

Responses must be received no later than 27th June 2021.

Feedback must be given in writing and signed, to ensure we treat all views equally and fairly.

It would be helpful if written comments are placed in an envelope marked 'Royds Hall consultation response' or if this could be included in the title of any e-mails. If you are responding on behalf of an organisation, please name the organisation in your response.

We will post updates on the consultation on our trust website from time to time:
Website address: www.sharemat.org

We will also post any answers to frequently asked questions at this address.