

Options Appraisal

**Llanfyllin High School and
Llanfyllin CP School**

July 2018

1. INTRODUCTION

The purpose of this paper is to set out the business case for the future organisation of education in Llanfyllin.

There is currently a dual stream primary school and a dual stream secondary school in the town. The two schools are located on the same site.

The primary school primarily serves the town of Llanfyllin, whilst the high school serves a larger, primarily rural area, which surrounds Llanfyllin.

Pupil numbers¹ at the two schools are as follows:

	R	1	2	3	4	5	6	Total
Llanfyllin C.P. School	19	20	27	16	20	25	27	154

	7	8	9	10	11	12	13	Total
Llanfyllin High School	97	123	137	145	101	66	81	750

¹ Teacher Centre, 12th July 2018

2. STRATEGIC CONTEXT

2.1 Policy context

The Council has recently agreed a new School Organisation Policy, which sets out the council's aspiration for developing the educational infrastructure in Powys. The policy states Council's aims for the Powys schools infrastructure, which are as follows:

'The Council aspires to ensure that Powys has the right number of schools in the right place, and in the right condition, for the current and future pupil population.

The Council aims to have an educational model which fulfils the following:

- Provides all learners with the opportunity to achieve their potential
- Has high quality, resilient leadership and management
- Has high quality learning environments, with the long term aim that all schools will be assessed as condition A or B
- Has a greater focus on collaboration and partnership working, in order to enable schools to provide the best possible opportunities for learners
- Enables schools to operate effectively and efficiently within the funding available
- Increases demand for Welsh-medium provision and provides access to provision which will enable pupils to become confident Welsh speakers
- Develops our schools into establishments that are central to community activity
- Has a high quality ICT infrastructure that will enable all schools to provide enhanced opportunities for learners
- Provides access to high quality early years provision
- Provides support for learners with additional learning needs which aligns with the requirements of the new Additional Learning Needs and Education Tribunal (Wales) Act
- Provides access to high quality post-16 provision in schools, which is attractive to learners, financially sustainable and minimises learner travel'

Further to this, the Policy states that:

'In order to move towards a more efficient schools network, a new Delivery Plan will be implemented with a greater focus on working in partnership with schools and the communities they serve, and on alternative models of delivering education, such as collaboration models, federation, multi-site schools and all-through schools.

The Council's Delivery Plan will focus on delivering the following priorities:

- Secondary schools to become 'all-through schools', or part of multi-sited arrangements

- Small primary schools² to be part of formal collaborations / federations / amalgamations
- Remove infant / junior split by creating 'all-through' primary schools
- New Welsh-medium provision to be established
- Improvements to the Powys schools estate, either as part of the Welsh Government's 21st Century Schools Programme or as part of the Council's Asset Management Programme
- A new model for delivering post-16 provision to be implemented
- Transforming the delivery of support for pupils with additional learning needs

In addition to the above priorities, the Council will encourage all schools to:

- Identify areas where staff and / or services can be shared across more than one school in order to improve efficiency
- Develop the use of ICT links between school sites to provide distance learning opportunities'

2.2 Information about the two schools

	School Type	Language Category	Admission Number
Llanfyllin CP School	Community Primary School building owned by PCC.	Dual stream	27
Llanfyllin High School	Community Secondary School building owned by PCC.	Dual stream – category 2C	146

2.2.1 Pupil Numbers

i) Current pupil numbers³

	R	1	2	3	4	5	6	Total
Llanfyllin C.P. School	19	20	27	16	20	25	27	154

	7	8	9	10	11	12	13	Total

² The Welsh Government defines a 'small school' as a school that contains fewer than 91 registered pupils in the Education (Small Schools) (Wales) Order 2014: <http://www.legislation.gov.uk/wsi/2014/1133/made>

³ Teacher Centre, 12th July 2018

Llanfyllin High School	97	123	137	145	101	66	81	750
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ii) **Historical pupil numbers⁴**

	Jan. 2013	Jan. 2014	Jan. 2015	Jan. 2016	Jan. 2017	Jan. 2018
Llanfyllin CP School (R-Yr6)	176	164	166	156	157	153
Llanfyllin High School (Yr7-Yr13)	871	831	872	832	808	748
TOTAL	1047	995	1038	988	965	901

iii) **Projected pupil numbers**

	January 2019	January 2020	January 2021	January 2022	January 2023
Llanfyllin CP School	145	139	133	134	122
Llanfyllin High School	699	669	637	598	580
TOTAL	844	808	770	732	702

2.2.2 Building Capacity and Condition

The following table provides information about the capacity and condition of the two schools:

	Capacity	Condition	Suitability
Llanfyllin CP School	172	C	B/C
Llanfyllin High School	916	C	B/C

⁴ PLASC

2.2.3 Quality and standards of education

i) Estyn

The following table summarises the last Estyn inspections of the two schools:

	Llanfyllin CP School	Llanfyllin High School
Date of Inspection	October 2014	February 2016
School's Current Performance	Adequate	Adequate
Prospects for Improvement	Adequate	Adequate
Follow Up Activity	Estyn Monitoring Estyn Monitoring visit January 2016 – the school was judged to have made good progress, and was removed from the list of schools requiring Estyn monitoring	In need of Significant Improvement

School Categorisation

The latest categorisations of the two schools in accordance with the National School Categorisation System for 2017 are as follows:

	Standards Group	Improvement Capacity	Support Capacity
Llanfyllin CP School	N/A	C	Amber
Llanfyllin High School	N/A	C	Amber

2.2.4 Budgetary position (as of 1st May submittal by full governing body)

	2017/18 Actual Cumulative Outturn	2018/19 Budget	2019/20 Budget	2020/21 Budget

Llanfyllin CP School	(£18,788)	£3,102	£128	(£33,695)
Llanfyllin High School	£59,125	£3,017	(£24,947)	(£163,140)

2.2.5 Equalities information⁵

i) National identity

	British	English	Irish	Scottish	Welsh	Other	Not supplied	Refused	Total pupils
Llanfyllin CP School	41	35	0	1	69	6	0	1	153
Llanfyllin High School	278	199	2	3	252	11	1	2	748

ii) Ethnic Group

	% White British	% Other known ethnicity	% Not obtained / refused	Total pupils
Llanfyllin CP School	95.4%	3.9%	0.7%	153
Llanfyllin High School	97.7%	2.0%	0.3%	748

iii) English as an Additional Language

	% EAL pupils
Llanfyllin CP School	3.9%
Llanfyllin High School	1.1%

iv) Free School Meals

⁵ PLASC January 2018

	% of pupils eligible for FSM
Llanfyllin CP School	11.5%
Llanfyllin High School	7.3%

v) **Pupils in care**

	% of pupils in care
Llanfyllin CP School	0%
Llanfyllin High School	0.9%

vi) **SEN**

	School Action	School Action Plus	Statement	% SEN (All Stages)
Llanfyllin CP School	11.1%	2.6%	0%	13.7%
Llanfyllin High School	18.7%	4.7%	1.1%	24.5%

4. CASE FOR CHANGE

4.1 Existing arrangements – the problem with the status quo

The case for change is based on the need to ensure the future sustainability of high-quality bilingual provision in the Llanfyllin area.

The current challenges facing the two schools in Llanfyllin are:

- Decreasing pupil numbers, particularly in the secondary sector
- Deficit budgets
- Need to provide an attractive post-16 curriculum
- Relatively small Welsh-medium stream in the secondary sector
- Need to improve quality of provision
- There has been difficulty in appointing a headteacher to the primary school

During discussions with the governing bodies of the two schools, there was agreement in principle to move towards establishing an all-through school in Llanfyllin, therefore further exploration was needed of the ways in which this could be achieved.

5. AVAILABLE OPTIONS AND IDENTIFYING THE PREFERRED OPTION

In order to assess the advantages and disadvantages of potential options, options will be evaluated according to how well they meet the key objectives and critical success factors.

5.1 Investment Objectives

The investment objectives are as follows:

1. To provide a sustainable model for delivering Welsh-medium and English-medium primary and secondary education in Llanfyllin
2. To enable education in Llanfyllin to be provided more efficiently
3. To improve the quality of education for pupils and learners in Llanfyllin across all key stages
4. To provide high quality and robust leadership to Llanfyllin pupils across all key stages
5. To provide seamless progression between each phase of education

5.2 Critical Success Factors

Options will also be appraised against the following Critical Success Factors:

Critical Success Factor	Description
1 – Strategic fit and business needs	<ul style="list-style-type: none"> • The options must satisfy all 5 investment objectives and business needs • The option must optimise the benefits as presented in the Main Benefits Criteria • The option must be aligned with and promote the national, regional and local strategies presented in sections 6 and 7
2 – Potential affordability	<ul style="list-style-type: none"> • The extent to which the option is affordable within the forecasted revenue of participating organisations • The extent to which the option is affordable within the forecasted capital funding of participating organisations
3 – Potential achievability	<ul style="list-style-type: none"> • The option must be acceptable to learners, staff, governors and the wider community • The option must be politically acceptable at local, county and national level • The option must be achievable within current legislation • The option must be operationally achievable / physically achievable
4 – Value for money	<ul style="list-style-type: none"> • The option must optimise the resources available for the delivery of learning

	<ul style="list-style-type: none"> The option must provide value for money in the delivery of learning
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5.3 Options Considered

A range of options were considered that could potentially provide a solution.

Option	Description
1	Status quo – primary school and high school continue to operate independently
2	All-through federation – primary school and high school federate to create a federated all-through school in Llanfyllin
3	All-through school – primary school and high school amalgamate to create a new all-through school in Llanfyllin

5.4 Advantages and disadvantages of all options

SWOT analyses for each of the options are provided below.

Option 1: Status Quo – primary school and high school continue to operate independently

Strengths	Weaknesses
<ul style="list-style-type: none"> No disruption to pupils, parents and staff Each school is well regarded locally 	<ul style="list-style-type: none"> There is currently no permanent leadership in place in the primary school Would not lead to any financial efficiencies Two separate schools, therefore there is no strategic overview of the provision of education in Llanfyllin
Opportunities	Threats
<ul style="list-style-type: none"> Opportunity for greater collaboration between the two schools 	<ul style="list-style-type: none"> Financial threat Declining pupil numbers in the secondary school Relatively small Welsh-medium stream in the secondary school

Option 2: All-through federation – primary school and high school federate to create a federated all-through school in Llanfyllin

Strengths	Weaknesses
<ul style="list-style-type: none"> - Would provide improved opportunities for sharing staff expertise and good practice - Would provide opportunities for improved transition links between the primary and secondary schools - Minimal disruption to pupils, parents and staff - Potential for one headteacher across the two schools - The two schools would retain their individual identities - May be more acceptable to other primary schools in the catchment - Potential to run more efficiently through shared staffing, shared resources etc. - One governing body which would have strategic overview over the two schools - Would be easier to dissolve a federation if the change was not working 	<ul style="list-style-type: none"> - Would remain as two separate schools therefore there could be some tensions between the two schools - Federation is a less robust model than amalgamation - Parents may be unfamiliar with the concept of an 'all-through' school and may have concerns about the model - Other primary feeder schools may have concerns
Opportunities	Threats
<ul style="list-style-type: none"> - Opportunity for improved collaboration between the two schools - Opportunity to run more efficiently 	

Option 3: Primary school and high school amalgamate to create a new all-through school in Llanfyllin

Strengths	Weaknesses
<ul style="list-style-type: none"> - Would enable staff expertise and good practice to be shared across all key stages - Would improve transition between each key stage - Minimal impact on pupils and parents - Would improve the ability to provide an appropriate curriculum to all pupils 	<ul style="list-style-type: none"> - Impact on staff as management of change process would need to take pace to allocate posts in the new school - Parents may be unfamiliar with the concept of an 'all-through' school and may have concerns about the model - Other primary feeder schools may have concerns

<ul style="list-style-type: none"> - Would enable the school to run more efficiently through shared staffing, shared resources etc. - One governing body which would have strategic overview over the provision for pupils/learners in all key stages - One leadership team which would have strategic overview over the provision for pupils/learners in all key stages - Would provide permanent leadership arrangements to all pupils 	
Opportunities	Threats
<ul style="list-style-type: none"> - Possible opportunity to access capital investment in the future 	-

5.5 Financial Implications

Based on the current funding formula, the funding that would be provided to Llanfyllin C.P. School and Llanfyllin High School during 20/21 is as follows (based on **estimated** projections for both schools in September 2020):

Estimated secondary school funding 20/21	£2,998,379
Estimated primary school funding 20/21	£533,935
Total	£3,532,314

The same level of funding would be provided for all three options outline above. Should a decision be made to proceed with any of the options, the school would be expected to operate within the budget provided to them.

However, a review of the authority's fair funding formula is currently being carried out, which may result in a different funding model for all-through schools. The new fair funding formula is expected to be implemented from the 2019/20 financial year.

Please note that, if option 3 is implemented, there is likely to be a net deficit position for both schools by Sept 2020, which would need to be written off on closure of the two schools, in line with the Council's Scheme for Financing of Schools.

5.6 Options Appraisal

The options were appraised against the investment objectives and critical success factors using the following simple scoring methodology:

- X Does not meet the objective
- ? May meet the objective
- ✓ Meets the objective
- ✓✓ More than meets the objective

	Status Quo	All-through federation	All-through school
1 – To provide a sustainable model for delivering Welsh-medium and English-medium primary and secondary education in Llanfyllin	x	✓	✓✓
2 – To enable education in Llanfyllin to be provided more efficiently	x	✓	✓✓
3 – To improve the quality of education for pupils and learners in Llanfyllin across all key stages	✓	✓✓	✓✓
4 – To provide high quality and robust leadership to Llanfyllin pupils across all key stages	?	✓	✓✓
5 – To provide seamless progression between each phase of education	?	✓	✓✓
Critical Success Factors			
Strategic Fit	x	✓	✓✓
Potential Affordability	x	✓	✓✓
Potential Achievability	✓✓	✓✓	✓
Value for Money	x	✓	✓✓
No. of ticks	3	11	17

6. Conclusion and Preferred Option

Based on the options appraisal carried, the preferred option is as follows:

All-through school – primary school and high school amalgamate to create a new all-through school in Llanfyllin

The reasons for this are as follows:

- More opportunities to improve efficiency across all phases of education as the school would be run by one governing body and one leadership team, and would be funded as one school
- More opportunities to provide high quality and robust leadership across all key stages as the school would be run by one governing body and leadership team
- Greater opportunity to provide seamless progression between each phase of education through the ability to use staff expertise across the school