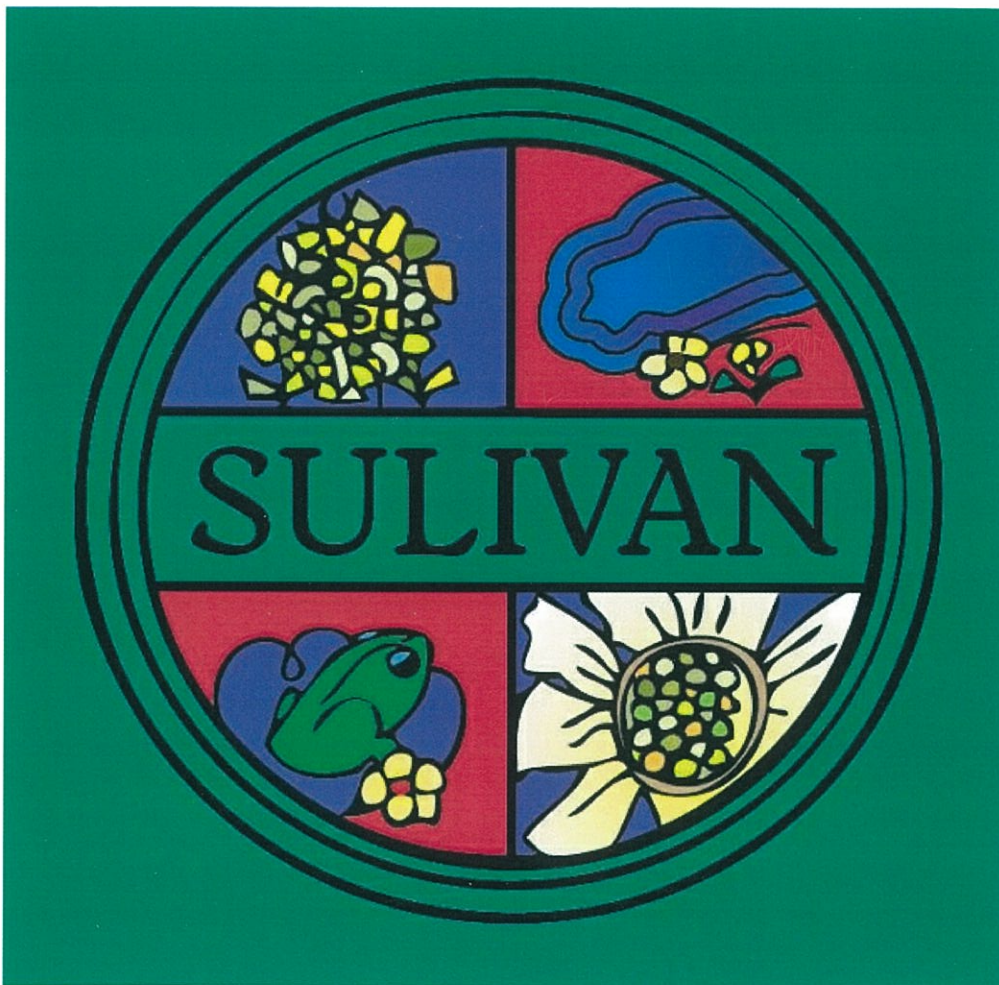


Sullivan Primary School



Response to the Public Consultation

Tuesday 8th October 2013

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“As Governors of Sullivan Primary, it is our responsibility to ensure that the legacy of this wonderful community school, founded in 1952, continues to thrive for many more years to come.”

Chair of Governors - Sullivan

“Sullivan is a school with a vision. We are committed to providing an outstanding education for the children in the local community. Our staff team is unique and every one of them plays a special role. If you ask primary specialists to write down what they want for a primary school - we have it.”

Headteacher - Sullivan

“I believe Sullivan is a rare gem, a precious place for all children in Fulham. To impose this closure based on political agendas and out of date, retrospective data is not good enough for the children in our school. It is my professional duty to protect the best interests of our children and to ensure they receive the best education - an education they deserve. If I were convinced, without doubt, that our children would receive a “better quality” of education in a new school, I would “open the cage doors and let our little birds fly”. During the consultation I have read, listened, questioned and researched. I am not convinced. I will not be swayed.”

Year 2 Class Teacher - Sullivan

“My child has excelled under the care of her teachers, she is very comfortable at school and speaks very favourably of all staff and we are thrilled with academic results. We recommend the school to anyone who asks.”

Year 5 Parent - Sullivan

“I believe Sullivan should stay open because it is a very good school in which everyone shows respect for the community and beyond. We are one big family who work together to achieve our best. Our dreams come true at Sullivan.”

Emily - Pupil at Sullivan

“I do not want Sullivan to close because all the children have so many fantastic opportunities to grow here. I love taking part in concerts, my guitar lessons and playing in the netball team. It would be very sad to lose our teachers and friends.”

Rania - Pupil at Sullivan



Sullivan Primary School response to the public consultation

- New King's and Sullivan primary schools proposal

Sullivan Primary School is a successful school. It is highly valued by the parents and carers of the children who attend the school. It is a viable school educationally, financially and materially.

We strongly oppose the proposal made by Hammersmith and Fulham Council to amalgamate Sullivan with New King's School by closing Sullivan at the end of the 2013/2014 academic year. We believe this will damage the quality of educational provision in our community and will have a significant and damaging impact on the children currently attending Sullivan School.

This document addresses the issues raised by the Council in their consultation document and explains why our alternatives to closure will be in the best interests of the current and future pupils of Sullivan School.

Throughout this document we have referred directly to the points made page by page in the Council's published consultation document.

Context:

The Sullivan Primary School Improvement Plan sets out how we will continue to raise standards and further develop our position as a school of choice in South Fulham.

Since 2011 we have been proactive in responding to Hammersmith & Fulham Local Authority's request for us to increase our roll numbers. In the last calendar year we have seen the impact of our strategy:

- Since September 2012 our roll has increased by 6%.
- Our Foundation Stage is full, with a waiting list.
- Figures from H&F show that 76% of our current Reception cohort named Sullivan as their first choice school.
- We are confident that we can fill surplus places at Sullivan within two years (see table on page 12).
- We currently stand at 14% undersubscribed and have conservatively projected this to decrease to 8% in two years.

We continue to plan for the future and have the capacity to grow in line with a rising birth rate and provide for local demand.

These are the reasons for our opposition to the proposal:

1. The document is factually inadequate:

The Council has failed to provide the public with factual and adequate information to support their proposal.

2. Impact on education:

As teaching professionals we know that the proposal from the Council would have a detrimental effect on the education and welfare of the pupils of South Fulham.

3. Impact on community:

Sullivan Primary School supports the local residents' and community's concerns about the loss of Sullivan and the impact of its replacement with a Free Secondary School for 800 pupils.

4. Impact on local schools:

The proposal will have a negative effect on local schools in close proximity to Sullivan Primary School.



- Sullivan Primary School has a long and established relationship with the Local Authority.
- Our School Improvement Partners from Hammersmith and Fulham have seen our capacity to improve and supported us to do that for many years.
 - May 2009 - Council informally approached Sullivan and suggested a federation with Hurlingham and Chelsea. With a lack of evidence to support “Federations” it was judged by the Sullivan Governing Body to be irresponsible and, coupled with the appointment of a new Headteacher and Deputy Headteacher, risky to support such a Federation at that time. No further action taken by either party.
 - 2011 - Hurlingham and Chelsea federated with Langford. Sullivan, New King’s and Fulham Primary were all asked to join and declined the offer. No further action taken by any party.
 - Nov 2012 - Council had an informal conversation with Sullivan about the option of a federation with New King’s which would lead to an amalgamation. In a response to the Council’s ‘Schools of Choice’ agenda, Sullivan took proactive steps to increase numbers on roll as part of a long-term strategy. Both schools agreed a federation had limited benefit for either party.
 - Dec 2012 - Sullivan met with the Council to discuss increasing the Nursery roll (to match the one and a half form entry of the rest of the school) as part of Phase 1 of the action plan to increase the school roll. Council refused our request and no further action was possible.
 - Jan 2013 - Sullivan Senior Leadership Team proceeded with Phase 2 of increasing the whole school roll.
 - Apr 2013 - Chairs of Governors and Headteachers of New King’s and Sullivan met informally. *Both parties* agreed that a federation would still not be beneficial to either school. Sullivan continued with the action plan to increase the school roll and raise standards.
 - 9th July 2013 - The Council informed Sullivan of the planned closure.

- At no point did the Council formally in writing indicate there was an imminent need to change, nor did they provide a timeline to federate or amalgamate with New King's or require any other action to be taken.
- Sullivan did not consider the school to be in a vulnerable position as it had a rise in the school roll, confident predictions for SATS results in Key Stage 2 and Key Stage 1, a good healthy budget and a very stable teaching staff. Sullivan felt confident with its achievements and standards of teaching and learning during the academic year of 2012/13.
- Sullivan was building its profile within the local community, in order to secure its vision as being a school of choice in South Fulham. We believe we were effectively addressing the issues the Council had raised.



Sullivan Primary is a jewel in the Borough's crown with a perfect setting for educating primary school children. It enjoys a single-storey building, with all the appropriate space and lawns, including a nature garden. It is a culturally diverse community, with 35 languages spoken at the school.

✓ **Excellent Education**

- Graded Good with Outstanding Features at the latest Ofsted in May 2010
- Outstanding grading for children's well-being and behaviour
- Outstanding provision from the Foundation Stage to Year 6
- Sullivan Foundation Stage is recognised as an exemplary unit in the Borough and is used as a CPD hub for the Borough
- Full in Nursery and Reception with a waiting list for both classes
- Roll increased from 299 children to 325 in September 2013
- Experienced, committed and passionate teachers and support staff
- Headteacher and senior teachers have a long and excellent track record
- Senior teachers model and support raising teaching and learning standards and lead moderation across the Borough
- Low staff turnover
- In July 2013 the Foundation Stage pupils showed a good level of development which was above the national average
- Best ever SATS results in Key Stage 1 in 2013 on top of a rising trend
- Level 2+ Reading 95%, Writing 95%, Maths 97%
- Key Stage 2 SATs results in 2013 well above national average
- Level 4+ Reading 90% with 53% at Level 5, Maths 86% with 41% at Level 5
- Internal CPD programme allows for the development of staff across the school. Latest monitoring of teaching and learning showed 100% good or outstanding
- Exemplary use of data analysis by all to inform standards

✓ **Broad and Balanced Curriculum**

- A creative curriculum which provides rich, exciting and purposeful learning opportunities
- A core curriculum that meets the needs of all children, including specialist intervention programmes for children with learning difficulties and gifted and talented provision
- Friendly, inclusive ethos and community values
- Pupil premium funding providing excellent support for children (47% free school meals)

- Curriculum enrichment through music, an exceptional track record in the performing arts, sport and extensive after school club provision
- A full-time music teacher and part of a music hub for Hammersmith and Fulham, and specialist Spanish language teaching

✓ **Unique Location**

- Excellent outdoor learning space including a meadow and two playgrounds
- A wildlife garden which offers exceptional cross-curricular learning opportunities
- A special kitchen for the children to learn home cooking
- An extensive outdoor classroom for Nursery and Reception children
- Excellent and well-maintained building which is easily accessible for children with physical disabilities

✓ **Community Links**

- It enjoys particularly strong relationships with all parents
- The school is respected within the community with closely established links with all faith denominations and with local primary and secondary schools, local businesses, charities and The Hurlingham Club
- Sullivan offers a popular and successful weekly Rhyme Time for children under 3, forging pre-school parental links

We meet all the accountability standards required of a school and more.

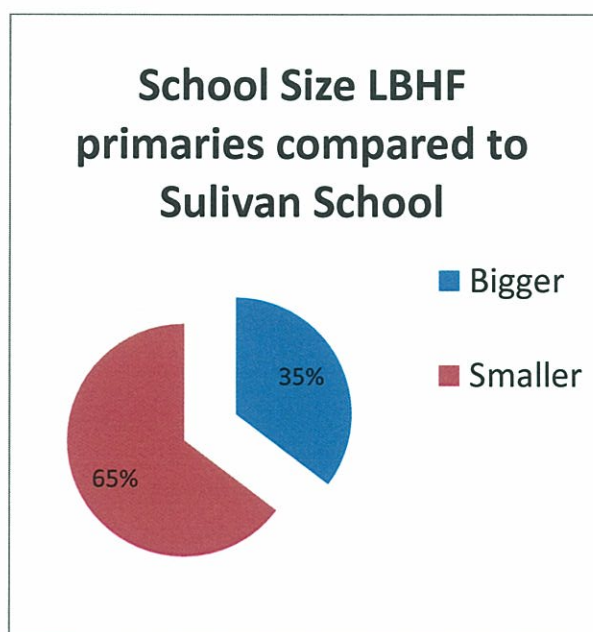


“Both New King’s and Sullivan are small compared with some other primaries in the borough.”

- This statement from the Council is not quantified. Sullivan has accessed data from the May 2013 Census and it is evident that Sullivan Primary School is the 13th largest primary in the Borough out of 35 schools. Sullivan Primary School is in the top 35% by size of schools in LBHF. See table and pie chart below:

LBHF Primary Schools, May 2013 CENSUS - Number of Pupils

1. Brackenbury	518
2. Wendell Park	474
3. Larmenier SH	473
4. Sir John Lillie	471
5. Wormholt Park	437
6. Addison	432
7. Canberra	409
8. Old Oak	372
9. St. Thomas of Cant.	363
10. Melcombe	358
11. Holy Cross	340
12. St. John's	312
13. Sullivan	294
14. Fulham	288
15. Normand Croft	287
16. Flora Gardens	265
17. Pope John	265
18. St. Stephen's	263
19. Good Shepherd	261
20. Langford	256
21. Miles Coverdale	239
22. John Betts	236
23. St. Peter's	234
24. Kenmont	231
25. St. Paul's	230
26. St. Mary's	228
27. All Saints	226
28. Bentworth	223
29. Avonmore	222
30. Greenside	220
31. Queens Manor	216
32. Lena Gardens	210
33. New King's	208
34. St. Augustine's	203
35. Ark Conway	60



“Small schools attract less funding than larger schools...”

- As we are not a small school (50% larger than a one-form entry school) we do not have a funding issue. Sullivan Primary School has managed its budget successfully with a healthy contingency.
- The logic of this statement is that the majority of primary schools in LBHF themselves have more difficult funding issues than Sullivan.

“... consequently find it harder than larger schools to provide a similar breadth of curriculum.”

- Does this imply that the Council is saying that they have not funded these schools at a level which enables them to deliver a full curriculum?
- Breadth of curriculum is not compromised by the size of Sullivan Primary School but is enhanced by good management of the budget.
- Sullivan has designed a broad and robust curriculum to suit our one and a half form entry school and the budget is used effectively to support teaching and learning.
- Strategic management of the budget has enabled Sullivan to provide a range of intervention programmes, with high adult to child ratios of 1:8
- If the Council’s claim is correct then the majority of primary schools in the Borough are inhibited from providing the appropriate breadth of curriculum.

Sullivan Primary School Places in September 2013:

- FULL in reception (45 places)
- FULL in Nursery with a waiting list

Sullivan Primary School Roll				
	Pupils July 2013	Pupils October 2013	Projected Pupils October 2014	Projected Pupils October 2015
Reception	36	45	45	45
Year 1	45	39	45	45
Year 2	38	42	39	45
Year 3	38	36	42	39
Year 4	39	40	36	42
Year 5	28	39	40	36
Year 6	30	31	39	40
Total	254	272	286	292
% FULL	80%	86%	91%	93%

- Our predictions are based on Reception classes continuing to be full again in 2014 and 2015. We have predicted, quite conservatively, that all other classes will **at least** retain their current pupils as they move up each year.
- If we based our predictions on the 6% rise that we have already seen over the last 12 months broadly continuing, then we would be full within two years.
- Sullivan is a school of choice in this local community.
- We have attempted to analyse the New King’s figures using the data provided by the Council in their public consultation document and using the same conservative approach we have used in our own predictions.

The **New King's** data published in the consultation booklet shows New King's to be 80% full. Using the data available so far from the Borough, the trends for them would be as follows:

New King's School Roll				
	Pupils July 2013	Pupils October 2013	Projected Pupils October 2014	Projected Pupils October 2015
Reception	20	29	30	30
Year 1	28	21	29	30
Year 2	22	29	21	29
Year 3	25	25	29	21
Year 4	20	25	25	29
Year 5	29	23	25	25
Year 6	25	30	23	25
Total	169	182	182	189
% FULL	80%	86%	86%	90%

- New King's (data in consultation booklet) 80% full. Using the data available so far from the Borough, the trends for them would be as follows:
- New King's has also shown a rise in numbers since July 2013 by 6%. However, their projected numbers would not increase their roll for a number of years due to low numbers in most of their current year groups.
- The demand has risen in both schools. This could continue in future years and schools need to plan for this. The consultation document does not address this in sufficient detail and does not present the predicted trends in a way which can be used to come to appropriate conclusions.
- None of the information takes into consideration a predicted rise in birth rate, rise in residential developments and social housing or mobility in the coming years. Such changes would be likely to increase demand for places.
- The Council's proposal does not provide full numerical evidence on the population rise and growth in market demand. The Council has provided numbers of predicted demand for the next three years for primary places but does not reference its data source.

“Both schools have also been hampered by unfilled places.”

Our record of success shows continual improvement and no evidence of being ‘hampered’. The Local Authority regularly monitors the school and the quality of teaching and learning. Sullivan Primary is financially audited and also subject to external inspections by Ofsted. The issue of Sullivan Primary being ‘hampered’ has never arisen. In fact the evidence shows otherwise.

Evidence:

Nov 2003	Sullivan Primary School placed in special measures
Apr 2005	Sullivan Primary School out of special measures and designated ‘satisfactory’
May 2007	Sullivan inspected again. Ofsted grade ‘Good’
May 2010	Ofsted grade ‘Good with outstanding features’
Sep 2012	Local Authority write to Sullivan Primary School stating that ‘good’ standards are being maintained
Jan 2013	Ofsted interim assessment statement states that Sullivan has sustained its performance and the next inspection is deferred to at least summer 2014
Jul 2013	Best KS1 results ever, KS2 results above national average and 50% pupils showing at least three levels progress from end of KS1 to KS2 - highly significant progress. KS1 and KS2 were both 10% or more above 2012 national averages. Sullivan Foundation Stage is judged as outstanding and is used as an exemplary unit for the LA.
Sep 2013	Sullivan Primary School has the potential to be outstanding.

“Both schools are chosen by relatively few families as their first or second preference school.”

- The data shows that in 2013 76% of the incoming Reception cohort listed Sullivan as their first choice.

“...through their list of preferences when applying for schools.”

- Parents often put church schools as first preferences even if they are not eligible due to the admissions policies of faith schools. Parents often misunderstand the process of applying for a reception school place.

“The surplus places at New King’s and Sullivan, along with surplus places at nearby Langford School, suggest changes are needed to meet parents’ preferences and to free up resources where they are most needed.”

- This raises important questions which the Council does not address or explain. How are schools supposed to plan for future growth when there is no data for the five-year birth population in Fulham? How has the Local Authority planned for this?
- There are two aspects to Schools of Choice. Schools of Choice as expressed through preferences when first applying for schools is only one aspect. It is also the aspect which is the least under the control of the school. Marketing, reputation and misrepresentation may all impact on how parents make their first choice. However, we can seek to ensure that for all first, second or later choices parents can be assured that they will be able to send their children to a good school. Sullivan is able to guarantee this and has worked successfully to increase its standing in the community.

The other aspect, for which we as staff are directly accountable, is the quality of care and education we offer to children when they do come to our school. The very strong and positive relationships we develop with our parents mean that we are able to communicate and work with them for the benefit of their children. This can be tested by outside bodies such as Ofsted or the Local Authority, but also by constantly monitoring the satisfaction and engagement of parents. We do this and the results show that at Sullivan 76% of parents chose us as their first choice and of our whole reception cohort we have a very high percentage of satisfaction.

In July 2013 91% of our reception cohort attended our parent afternoons. Here are some quotes from our parental questionnaires:

“All staff at Sullivan are doing an amazing job, thank you for making my children’s time at school enjoyable and helping them reach their full potential.” **Reception Parent**

“My child loves attending school and we have seen a difference in him in such a short period of time.” **Reception Parent**

I am always impressed and pleased that there are so many opportunities for me to see how the children are progressing with what they are learning. I like that no-one is left out (religion/culture) and that the school has a lovely sense of community. The children found the Garden Party most fun.” **Reception, Year 2 Parent and Year 4 Parent.**

“I am very happy with everything in regards to my child’s school and hope that the teachers continue to inspire him to do well and progress.” **Reception and Year 4 Parent**

“We have seen the benefit of our child grow from the support provided by Sullivan, particularly through engaging in the clubs after school (homework club has changed home life dramatically)!” **Reception and Year 5 Parent**

“We are very pleased that Sullivan has brought out the best in my child - that the teachers understand and accept our child as he is. My child’s attitude towards school is very positive and he really adores his class teachers.” **Reception and Year 6 Parent**



“Both schools need significant investment”

“The school buildings on the Sullivan site are nearing the end of their useful life and it is estimated that it would cost over £6 million to replace...”

- The building survey produced by the Council with costings did not give a reasonable breakdown for consideration.
- Sullivan School Governors commissioned an independent building survey. In summary it stated clearly that the building is viable, with capacity to grow and can be affordably maintained to a sufficient standard for the next 50 years (See Appendix 1 - **Condition Survey and Planned Maintenance Schedule**).

SULIVAN PRIMARY SCHOOL CONDITION SURVEY & PLANNED MAINTENANCE

EXECUTIVE SUMMARY

- There are no major structural issues affecting the school building.
- The school building is not nearing the end of its economic life; it is in a more than satisfactory condition.
- The school building is not in need of any urgent major repair or renewal works.
- One of the two water storage tanks has failed; this is the only urgent issue needing attention in the school. This is a relatively standard replacement issue that can be undertaken without any impact on the continued running of the school.
- A large part of the roof covering was recently replaced and the two staircase cores were repaired during the summer holidays; there are now no water penetration issues affecting the school.
- The gutters to the roof are slightly undersized and it would be beneficial to replace lengths of the existing gutters and downpipes with larger diameter sections. This work was planned for the summer but due to funding restrictions was omitted from the recent Roofing & Staircase core works.
- The interior of the school has been refurbished as part of a rolling programme of works over the past 4-5 years; this includes the renewal of all floor coverings and the decoration of all classrooms and communal areas.

- Two of the smaller toilet blocks in the school are in need of attention; the other six have all been refurbished to a high standard over the last 7 years.
- There are a number of 'desirable' works that would improve the carbon footprint of the school and the comfort of the staff, pupils and visitors. However, these are not essential to the running of the school.
- The desirable works include the replacement of the single glazed windows, the addition of local heating controls, and the provision of LED lights.
- There are many discrepancies in the Council's building reports provided by EC Harris, which are detailed in the **Summary of Recent LBHF Reports For Sullivan and New King's Primary School** below prepared by Edward Hawkins.

SUMMARY OF RECENT LBHF REPORTS FOR SULIVAN & NEW KING'S PRIMARY SCHOOL

- Two reports have been prepared by EC Harris for LBHF Children's Services in respect of Sullivan Primary School and these both include repair and maintenance costs for a five (5) year period.
- The recent 2013 EC Harris report for Sullivan School is much more detailed than the 2011 report. It is in fact more in keeping with the report prepared for New King's.
- A report was prepared for New King's Primary School in December 2012 and this states that £1.7 million needs to be spent on this site over the next 5 years.
- The recent 2013 report prepared for Sullivan Primary School states only £1.3 million needs to be spent on this site over the next 5 years.
- We believe the costs for the repair and maintenance of Sullivan School have been exaggerated in the recent report, by erroneously stating that the external cladding panels to Sullivan School should be replaced within the next 5 years, when in fact the wall panels are in a good condition and do not require any immediate attention.
- This single error added £380,000 to the forecast costs for the repair and maintenance of Sullivan School, equating to approximately 30% of the total expenditure forecast for this school.
- The costs forecast for the roofing works required at Sullivan School have been inflated. We know, following the recent roof tender, that a more accurate figure

for these works would be £250,000 - approximately £100,000 less than has been forecast in the recent Sullivan report.

- If these two elements of work were revised as above then the 5 year repair and maintenance cost forecast for Sullivan School comes down to £820,000, approximately 48% of the cost forecast for New King's School.
- This figure of £820,000 is much closer to our cost forecast (but it includes some of the 'desirable' non-essential elements highlighted in our report). We would also confirm that the forecast in our report is for a 10 year period.
- Comparing the report prepared for Sullivan School in December 2011 and the recent report prepared in September 2013 is difficult. Two surveyors with very different outlooks have prepared these reports, which resulted in some very different interpretations when surveying the school. There are also some significant differences in the way the reports have been formatted and within the elemental cost forecasts in each of these reports.
- In our opinion the recent report also exaggerates some of the fairly minor issues found within Sullivan School, i.e. the classroom and corridor ceilings. These ceilings do not require £30,000 to repair. There are a few isolated issues that in our opinion would cost between £2,000 and £3,000 to repair.
- This exaggeration alone accounts for 90% of the D/1 classified works contained in the recent Sullivan report, meaning it is deemed an urgent repair as the element has failed.
- If LBHF were to fund all of the works forecast in the recent Sullivan School report, they would have a school that would last for another 15-20 years without the need for any major expenditure. The school could continue with its current cyclical maintenance and refurbishment programme.
- We do not believe all of the sums forecast for Sullivan School are required in the next 5 years. Some of this money could be better spent creating the additional classrooms required to make Sullivan a two-form entry school.
- The windows and roofs to both schools require attention; however we believe the cost for the roofing and window works for New King's have been undervalued by the omission of a sum to cover the extensive scaffold costs that would be required for the repair of both of these elements.

- The Cabinet Member Decision (CMD), issued as part of the consultation on the proposed amalgamation of the two schools, contains some significant errors. Specifically in section 4.2, where the costs forecast for the repair and maintenance of Sullivan Primary School by the council do not match with the recent or even the 2011 EC Harris condition survey.
- This section of the CMD also erroneously states that Sullivan Primary School is at the end of its useful life. The recent EC Harris report fails to substantiate this claim.

“However the New King’s building whist in need of repair, is a prize school building...The council would provide at least £2 million in capital funding to redesign the New King’s building as a two form entry school...”

- The evidence provided by Appendix E - **The cost of providing classrooms for a two-form entry scenario at Sullivan Primary School** show that it is much more cost-effective and less disruptive to create new permanent classes on one site then move New King’s to the Sullivan site where facilities already exist that would otherwise have to be built at New King’s School.
- With regard to New King’s Primary School we can confirm, having checked on the LBHF and the English Heritage websites and having taken legal advice, that it is not a **‘Listed Building’**, nor is it a building of **‘Architectural Merit’**.



“...giving all pupils a better quality education.”

- The Council has failed to provide stakeholders with any evidence that this proposal will provide better education.
- Council officers have confirmed in meetings that “this is not a standards issue”. We therefore believe it is not relevant to the closure proposal to have raised issues about the standard, quality or breadth of education which we offer.
- Our school improvement plan at Sullivan has enabled us to ensure that 100% of teaching and learning was good or outstanding by July 2013.
- An increasingly higher quality of education for all at Sullivan is not predicated upon a £2 million refurbishment to our building, although any additional funding is, of course, always welcome. We will continue to request that we are supported in funding an increase in our nursery provision to meet demand for places.
- The Council has failed to present any pedagogical approaches that are proven to raise standards and provide a better quality of education for the children at Sullivan.
- The quality of education children receive should be paramount to schools and local authorities.
- There is no way for Sullivan to quantify the impact that the ethos of the school and of all its stakeholders clearly has on their pupils’ welfare and achievement. However, organisational behavioural research shows the positive impact that successful cultures have on motivation and achievement.
- The children of Sullivan will not receive any better education if this proposal goes ahead. **They will go through two years of change and disruption.**

Access and Mobility

- Sullivan School is accessible for any staff and pupils who have mobility issues.
- In the past and presently, Sullivan School has included in its community parents, children, members of staff, student teachers and visitors with varying degrees of disability.
- The nature of our building and its site has meant that we are not only completely accessible but completely inclusive, in that people with mobility issues can move around the school in exactly the same way as everybody else.
- Parking is very restricted at the New King’s site. This is not only a problem for staff in general who have to travel long distances with materials for school, but has been very important in enabling anybody who is obliged to use a car to do so without any difficulty.

“...convert to academy status working with Thomas’ London Day Schools, a local independent school trust with an excellent reputation.”

- We are not disputing that Thomas’ have an excellent reputation in the private education sector. However, there is no evidence from the Council that Thomas’ have the expertise and skills to work within a different educational system, working with community schools to guide, support and raise standards with very contrasting demographics and with funding levels which are not comparable.
- Thomas’ are not a registered academy sponsor.
- We have no evidence to believe that the Thomas’ London Day School’s vision for the community is the same as ours.
- Sullivan Primary School was never given a fair opportunity to put a proposal into the Local Authority.
- Sullivan Primary School has been doing everything to become a school of choice, including a relentless focus on raising the quality of teaching, learning and care and our rising numbers and high standards reflect this.
- It would be fundamentally inappropriate for Sullivan, which is a very successful school, to be a guinea-pig of Thomas’ Academy.



“...the added benefit of releasing a school site that could be used to meet demand for secondary school places in Fulham.”

- This is a completely separate issue.
- There are already many surplus places at local secondary schools.
- The Council should be supporting their investment by promoting the community secondary schools that are continually improving.
- Creating a new secondary free school on this site will have a huge impact on the local area and residents in an already congested and limited location.
- The demand for an additional boys’ school is coming from parents across a range of neighbouring boroughs. The Council should be working with other Councils to meet this demand so that the impact does not fall upon one particular group of primary school children.
- The Free Boys’ School (which has no track record) should not be established at the cost of a popular and well-established local school which does have a successful track record.
- The bordering residents associations for Peterborough (PRARA), Hurlingham District (HDRA) and Sullivan Court have all demonstrated their opposition to the Fulham Boys’ School Proposals to use our site due to social, environmental and moral concerns.
- From previous meetings and correspondence with the residents’ association (HDRA), the Council's Highways Department is well aware of the serious traffic flow problems already in the Hurlingham Road and surrounding areas. The proposed site for the Free School would mean there would be an increased impact on traffic congestion in the local area throughout the day. Additional transport would include not only 800 boys but also teachers, caterers and general support staff (including staff driving to the school plus delivery vehicles).



“To ensure continuity, existing governors at Sullivan School would be encouraged to nominate themselves for available places on the governing body of New King’s School.”


- There is no guarantee that the Governors of Sullivan Primary would want to nominate themselves for places on the Governing Body at New King’s. The Council has managed this consultation in a way which has been damaging to the possibility of the two sets of Governors having a positive relationship.

“...many staff at Sullivan will be able to seek redeployment at the enlarged New King’s School, thereby providing as much continuity as possible for pupils at both schools.”

- In the same way that the Council has damaged the prospects for the Governing Bodies to work together, the presentation and management of this entire consultation has seriously damaged the prospects of the two sets of staff being able to work successfully together. Sullivan staff have been told they would have to re-apply for their jobs. The concern has to be if indeed they would want to.
- Sullivan Primary School is concerned about the timescale of planning a staffing structure at the new school.
- The Council made no attempt to organise a staff consultation until they were requested to do so. During this meeting on 11th September at Sullivan, the Council officers were unable to give details about numbers of jobs available. As a consequence, staff were left uncertain and distressed about their future prospects with, and support from, the Local Authority.
- The Council’s statements are based on hope rather than fact.
- The statements give a false impression and optimism to all stakeholders that the transitional period will be timely, successful and with minimal disruption.
- Staff at Sullivan have no confidence in the arrangements put in place to plan for change and the huge disruption this will bring to both schools. There is no supporting documentation to show that adequate planning has taken place to minimise disruption to the pupils’ education or that the Council even understands the stress and difficulties the children will face through the closure, merging onto the Sullivan site and the subsequent move to the New King’s site.

“The benefits for the two staff teams joining together include new opportunities for joint training, shared lesson planning and a wider curriculum offer with extra after school activities for pupils.”

- The way in which the Council has managed this consultation has seriously undermined any potential for the opportunities to be actually realised. There is absolutely no evidence or models provided for a wider curriculum or additional after school activities. Sullivan School already plans and shares within its team very successfully. We supplement and enhance this through the links we have established and continue to develop with other local schools.
- Sullivan has an effective programme of CPD, both within school and with outside providers, which allows us to develop all individuals of the staff team. This has allowed us to move towards outstanding practice.
- Sullivan constantly evaluates its CPD provision and we plan for new opportunities to match the needs of our team. Our current structure allows us to do this successfully.
- Sullivan provides an extensive range of after school clubs offering the pupils from Reception to Year 6 a wide variety of experiences. There are termly options and this term there are over 250 children in attendance at after school clubs. Here is the Sullivan Autumn Term 2013 timetable of after school clubs

Monday	Whizz Kids Key Stage 1	Homework Key Stage 2	Basketball Key Stage 2			<u>Lunchtime</u> Choir Year 5 and 6
Tuesday	Street Dance Reception and Year 1	Chess Club Year 2 to Year 6	Dance Club Year 2 to Year 6	Football Fun Key Stage 2	Cookery Year 5 and 6	<u>Lunchtime</u> Choir Year 3 and 4
Wednesday	Tennis Key Stage 1	Arts and Crafts Key Stage 1	French Club Key Stage 2	Whizz Kids Key Stage 2	Cookery Year 5 and 6	
Thursday	Ballet Club Reception and KS1	Movers and Shakers Key Stage 1	Gardening Club Key Stage 2	Netball Year 5 and 6		<u>Lunchtime</u> Choir Year 1 and 2



“...would be educated on Sullivan site on a temporary basis from September 2014 to July 2015.”

- There is no clear evidence that this work can be completed in one year.
- There is no acknowledgement or planning to reassure parents and staff that the well-being of the pupils at both schools has been considered.
- The most recent closure of Peterborough School has highlighted to us personally at Sullivan the huge impact of school closure on pupils’ education and well-being. This unnecessary change would bring inevitable disruption.

“This is to allow for a £2 million refurbishment of the New King’s site to provide state-of-the-art teaching facilities suitable for 21st century learning.”

- Sullivan does not need £2 million to provide excellent education and **“state-of-the-art teaching facilities suitable for 21st century learning”**.
- **“State-of-the-art teaching facilities suitable for 21st century learning”** is a subjective statement.
- **“State-of-the-art teaching facilities suitable for 21st century learning”** is a vague statement, giving no detail of what this will mean in real terms.
- We understand that the majority of the £2 million budget would be used to repair the New King’s building and creating facilities which Sullivan already enjoys, as outlined in the EC Harris report dated December 2013.



Option 1: The preferred option for Sullivan to remain on its site and convert to an academy with the LDBS - £780,000

The provision of four classrooms to accommodate a two-form entry school and an additional nursery classroom.

This would be funded by the Department for Education and applied for through the LDBS.

Option 2: Sullivan to amalgamate with New King's - £2,422,000

The provision of five extra "temporary" classrooms and one nursery classroom on the Sullivan site – the conservative estimate will be £422,000 for a period of between 12 to 18 months.

To create a 'state of the art' school at New King's - £2,000,000 as described by the Council – no supporting documentation to evidence this figure is achievable.

This would be funded by the council and local taxpayer.

See Appendix D and E.

- The costs as outlined above relate only to building works. There are numerous other costs associated with the closure of Sullivan.
- As stated previously, Sullivan has no issues managing their budget and predict sustainable growth through the expansion of their nursery provision. The LDBS have been 100% successful in their capital bids in the last six applications and fully support our strategy to expand to the nursery and two-form entry.
- The closure of Sullivan will cost the local taxpayer in excess of **£2,442,000** to achieve what can only be described as an inferior option. The use of funds to create what already exists, at another site, is a fundamentally flawed scenario and the risks of running over budget are high. In addition, Parayhouse, with its contract not due to expire for two years, adds uncertainty to the overall proposal.
- Annual maintenance at Sullivan has been projected by our surveyor at £75,000 per annum over ten years. This cost is sustainable within our budget. The predicted costs and lifespan of our site have been contested in Appendix B (Conditions Summary Report of Sullivan). It states there is no justification for the expenditure of £1,300,000 in EC Harris' report. We therefore refute any claim that our school would not survive the next 5 to 6 years. The LDBS would be very happy and confident for Sullivan to stay on the site, not incurring any costs for major works for another 15 to 20 years.

There is no doubt that since 9th July 2013 when Sullivan was informed of the Council's school closure and site allocation proposals, the ensuing days, weeks and months proved bruising and traumatic for everyone: principally, our children, our parents, our staff and many local residents. However, within every crisis lies opportunity and we have used this worrying time, not only to mobilise our many supporters, but also to carefully crystallise our thinking about where we see Sullivan heading in the future.

Where do we see the future of Sullivan School?

- **Providing an excellent caring education for our local children in the community on its current site**
- **Under the protective and supportive group - The London Diocesan Board for Schools (LDBS) Multi-Academies Trust**
- **Moving from Good to Outstanding**
- **Expanding to two-form entry**

Sullivan School Alternative Proposal:

The Governors propose that Sullivan Primary School applies for Academy Status in partnership with the protective and supportive group The London Diocesan Board for Schools (LDBS) as part of their Multi-Academies Trust.

The benefits of the proposal are as follows:

THE SCHOOL

- Sullivan would become an LDBS Community Academy but would retain its own identity as Sullivan Primary School.
- This will provide the opportunity to build on all the good work and the excellent ethos already evident at Sullivan, without fear of another period of instability brought about by local council decision-making.
- The school would receive full support from the LDBS, a highly trusted, reputable and well-resourced educational charity with a proven track record. This would provide the stability and protection essential for Sullivan in its efforts to move confidently from Good to Outstanding.

- The school would retain its freedom to choose and teach its preferred diverse curriculum. The school would continue to work with two local Church of England parishes.
- The LDBS will not impose any Christian religious conditions or inspections on the school. The LDBS encourages schools to be inclusive and celebrates the rich diversity of children, families, faiths and no faith already found at Sullivan. The core ethos would remain in line with Christian principles.
- The school would continue its 100% open admissions policy, in this way continuing to serve the local community directly. Sullivan Primary would complement neighbouring school provision such as: New King's/Parson's Green Academy, Lady Margaret, Hurlingham and Chelsea and The Lycée. It would also collaborate with other LDBS schools.
- This proposal offers Sullivan (an objective it has been working towards for two years) the opportunity to expand to a two-form entry, matching its Nursery numbers to increased Reception places, and would allow the school to accommodate the ever-growing Early Years reserve list. This is in line with the Council's Schools of Choice agenda.

THE COMMUNITY

- The LDBS would support and encourage Sullivan's long-established links with all sections of the immediate area, including residents, schools, mosques, churches and many voluntary groups. Sullivan's current role as the "hub" of a wide range of extra-curricular and community activities would grow and thrive.

THE STAFF

- With Wendy Aldridge as Headteacher, Sullivan will retain its successful senior management structure and all existing staff, affording minimal redundancies.
- Teachers and support staff contracts would transfer directly across to the LDBS structure, retaining existing terms and conditions (including pensions and other employment rights). This avoids the threat of staff having to apply for their own jobs, which is already causing acute disruption and distress. All new staff would thereafter be appointed on the same conditions.
- Staff would benefit from a wide range of new professional development opportunities.
- The Governing Body would be fully supported through the transition and into the future by LDBS policy guidance and personnel, and many training opportunities exist which would allow the newly-formed Governing Body at Sullivan to become outstanding in its own right.

Conclusion:

- The Council has failed to make a case that their proposal to close Sullivan School offers real or substantial gains for the children of Sullivan School or indeed New King's, either now or - as importantly - for the provision of education to children in the area in the future.
- The Council has not recognised the extent to which Sullivan is already delivering a high quality, improving and caring education to its children and the increasing attractiveness of the school to the local population.
- The Council has failed to acknowledge the considerable risk to the children's education and well-being which the transition will have. It has underestimated the challenge of supporting the children during this time. It has also not recognised how the impact and uncertainty presented to staff will make it even more difficult to support the children to the extent that they deserve.
- The proposal to dismiss all the staff and re-employ some of them is simply unacceptable in a viable school doing an exceptional job.
- The Council has failed to provide adequate and substantiated evidence to back up the premise of their proposal, including quantity of surplus places, condition of building and facilities and forecasting projected trends for the local area and the schools within it.
- The Council has not allowed Sullivan the opportunity to work with the Local Authority and other schools to create a shared vision for the future of education in South Fulham.
- The Council has never, at any time, put any of their earlier notions about rationalisation or federation on paper as formal proposals for the Governors to consider. Any discussions were conducted at a very informal and undeveloped level between professionals.
- The Council failed to give Sullivan a timeline to create future educational proposals of their own, prior to this public consultation being launched.
- The Council has shown during public consultation meetings, both at Sullivan Primary School and New King's School, that they are not able to respond fully and satisfactorily to questions from the parents, staff and public in a way that would convince us that the Council could implement the proposal to the best interests of the children.
- During the consultation, the Local Authority has used its resources and public website to respond to our description of events in a way which has been inaccurate, defensive and partisan.

The future of Sullivan School, the best interests of the more than 300 children currently at the school and the best interests of future generations lie in Sullivan remaining open, on its current site and continuing on its wonderful journey.