



Representation to Hammersmith and Fulham Council
on the proposed amalgamation of
New King's and Sullivan Schools

November/December 2013



Contents:

1. Executive Summary
2. Our Aim
3. New King's Primary School Today (New King's)
4. Why We Support the Amalgamation
5. The Vision
6. The Staff Team
7. The Curriculum
8. The Buildings and Learning Environment
9. Leadership and Partnership with Thomas's London Day Schools (Thomas's)
10. Our Academy Proposals
11. Wider Impact and Summary

Appendices:

1. Proposed Staffing Structure
2. Diagram of the Thomas's Support Structure
3. Indicative Key Stage Two Timetable



Executive Summary

This document has been produced as the single official representation to the Councillors of Hammersmith and Fulham Council from the Senior Leadership Team, staff and Governors of New King's Primary School (New King's) and the Principals of Thomas's London Day Schools (Thomas's) who support enthusiastically the amalgamation proposal for New King's and Sullivan Primary School (Sullivan).

It explains briefly the reasoning behind our support and outlines our vision for the amalgamated school. It includes details of New King's today and our further plans to consult on turning the enlarged school into a converter academy.

We understand the concerns that have been expressed over the closure of Sullivan. However, we believe that the future for all the pupils of both New King's and Sullivan is far stronger, combined together, as part of a larger whole.

The amalgamation of both schools will bring huge improvements to the area's educational provision, as talents are combined and the strengths of both schools developed.

The closeness in proximity and practice between the two schools offers a genuine opportunity to bring both together; to create a new attractive choice for local parents; and to challenge the perceived community, church and independent school hierarchy.

The new combined school would enable:

- An increase in the number, diversity and quality of front-line staff
- An innovative, effective and significantly enriched curriculum
- Dramatically enhanced buildings and learning environment
- A leadership team able to deliver significant benefit for local children through partnership with the independent sector
- A wider impact on the educational landscape of South Fulham and on the Tri-Borough

The similarities between the two schools provide both the impetus for this amalgamation, and the ingredients for its success. Both schools are incredibly similar, in their intake, teaching approaches and academic achievements. Both serve the same community. Both are rated 'Good' by Ofsted. Both are, however, currently undersubscribed. This lack of demand is clear proof that too many local parents are currently looking for a different form of primary education.

We believe this amalgamation will provide them the opportunity of accessing the education of their choice. We also see opportunities for even further improvements and freedoms as a converter academy by entering into a formal partnership with Thomas's to establish the Parsons Green Academy.



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Our Aim

We intend the pupils of New King's and Sullivan to join together as a dynamic enlarged school community to access a broad curriculum taught by a team of highly motivated, innovative and inspirational teachers.

We will help our children develop into better learners by promoting collaborative, reflective, creative, inquisitive and positive approaches to learning.

We will promote a set of universal values to help develop tolerance and understanding across our international community.

Our school will be thoroughly inclusive, with the highest expectations, and huge ambitions for all pupils; challenging every individual to achieve and excel.

Miles Chester, Head
and staff of New King's

New King's Today

'My child loves school; at 8 o'clock she is ready and saying, "Can we go now, can we go now?"'

New King's parent to Ofsted inspector December 2012



New King's is a one-form entry primary school, located in a shared Victorian London School Board building on the New King's Road, Parsons Green. A large proportion of the pupils are from minority ethnic groups and the percentage of pupils eligible for the pupil premium is well above average.

The Council's 'Schools of Choice' strategy has pushed New King's to innovate and to raise standards in order to become a school of choice itself. Standards have been raised but the school is not full.

SATs results have been significantly improved, with New King's scoring well above Local Authority and National levels for the last two years.

New King's has been ranked as the top school in London Borough of Hammersmith and Fulham for Pupil Progress.

Having previously been judged "Satisfactory", Ofsted judged the overall effectiveness of New King's as "Good" in December 2012. In summary, Ofsted found that:-

- ✓ "Leaders and managers at New King's have sustained improvements in all areas since the last inspection so that **teaching** is now **good**, with much that is **outstanding**. This leads to good progress across the school.
- ✓ Attainment in reading, writing and mathematics of pupils at New King's is above the national averages at the end of Year 6. As children start in the school with skills below those typically found, this represents good and often outstanding progress.
- ✓ Pupils of New King's have positive attitudes towards learning and engage fully in lessons. Their behaviour is good. Bullying is rare and they say that they feel safe and well cared for. They show a great deal of independence and manage their behaviour and play very well.
- ✓ Pupils find the wide range of topics they undertake links well to their needs and interests, and this ensures that their spiritual, moral, social and cultural development is promoted extremely well.
- ✓ Leaders and managers are ably supported by the governing body, and their detailed plans are focused well on the right priorities."

The entire school community has risen to the challenge and achieved a great deal. They have come to realise however that *their plans must be more inventive and ambitious* if we are to deal successfully with the challenges ahead. It is for this reason the New King's community supports the amalgamation with Sullivan as it will release new resources and enhance the provision for all of the pupils.

Why We Support the Amalgamation

“Education is all a matter of building bridges”

Ralph Elison

New King’s, like Sullivan, is a good community school with a clear ethos, strong management and leadership and good to outstanding levels of teaching and learning and of pastoral care.

Both schools are incredibly similar: in their intake, teaching approaches and academic achievements. Both serve the same community. Both schools have improved over time and both are currently rated ‘Good’ by Ofsted.

Despite these attributes, and many other achievements beside, both schools are undersubscribed and neither is currently a school of choice. New King’s, like Sullivan, wants nothing more than to become an **outstanding** school and a school of choice for its local community.

The New King’s community accepts the need for change in order to meet these ambitions which we wish to see achieved for the greatest possible numbers of pupils of the local community. We are happy therefore to combine with others to make it happen.

New King’s has not sought the closure of Sullivan. We do however enthusiastically support the amalgamation proposal for New King’s and Sullivan as we believe that, regardless of our current respective strengths, the merger can, should and will lead to significant further enhanced educational opportunities for pupils and staff at both schools and more widely within the borough.

- ✓ The merger process will culminate in an innovative, effective and significantly enriched curriculum by combining together the best of both schools. Two good schools will combine together to make one outstanding school possible.
- ✓ It will sustain improvements by enabling costs savings to be invested to increase the number, diversity and quality of front-line teaching staff.
- ✓ It will facilitate significant capital investments which will dramatically enhance buildings and the learning environment for all children at the combined school.
- ✓ The leadership and governance teams will be enhanced, reorganised and refreshed to deal with the challenge ahead. This will include a proposed application to become the Parsons Green Academy, a converter academy supported by Thomas’s.
- ✓ Thomas’s provides an independent, co-educational education of largely outstanding quality, in Victorian buildings, to just fewer than two thousand boys and girls aged from 2½ to 13, as part of vibrant school communities in Battersea, Clapham, Kensington, Fulham and Pimlico.

We understand fully the anxiety at Sullivan caused by the loss of their wonderful site. The legacy of their loss may however be to grant a welcomed future for the enhancement of, and investment in, the educational opportunities for up to eight hundred senior boys by the proposed establishment of The Fulham Boys Free School.



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The Vision

“For time and the world do not stand still. Change is the law of life. And those who look only to the past or the present are certain to miss the future.”

John F. Kennedy

- ✓ We believe that the future for New King’s and Sulivan is stronger, together, as part of a larger whole.
- ✓ We are convinced that the educational good practice in evidence at both schools is highly transferable. The amalgamation of the two teaching teams will allow for the extensive use of collaborative professional development to enable the new teaching team to perform even more effectively.
- ✓ We believe that change is required and that this change should come quickly.
- ✓ We feel that with the continued support of the Council, staff, parents and a newly constituted governing body, ultimately including members from Thomas’s, that the proposed merger will enhance further the education provided to the pupils.
- ✓ **We see two school communities quickly coming together and overcoming any sense of unease or concern to create a school of choice; a fully staffed, refurbished, resourced, appropriately sized primary school, offering outstanding levels of teaching and learning and of pastoral care to its local community.**
- ✓ We see a school which once combined will be one of the top ten largest primary schools in the borough. We believe that this is a size which makes it master of its own future and not a hostage to it.
- ✓ We see opportunities for even further improvements and freedoms by entering into a formal partnership with Thomas’s to establish the enlarged school as a converter Academy.
- ✓ We see these changes enabling further improvements in the educational landscape of South Fulham.



The Staff Team

*“If your plan is for a year, plant rice.
If your plan is for a decade, plant trees.
If your plan is for a lifetime, educate children”.*

Confucius

The teachers of pupils at New King’s and Sullivan have much of which to be proud. Both schools have improved significantly in recent years. The quality of teaching has been noted as **“good, with much that is outstanding”** at New King’s by Ofsted in December 2012 who have also found **“examples of outstanding teaching”** in their 2010 visit to Sullivan. The impact of this teaching has been universally good academic results with both schools being ranked highly in terms of pupil progress.

We reiterate that we are convinced that, with good will, the educational good practice in evidence at both schools is highly transferable. The amalgamation of the two teaching teams will allow for the extensive use of collaborative professional development to enable the new teaching team to perform even more effectively.

The proposed staffing structure ensures positions of responsibility for many Sullivan staff, clear evidence of our intention that the amalgamation will be a **collaboration** and definitely not a takeover.

- ✓ Detailed draft staffing structures have now been fully costed, proving that a far larger range of additional, full time, specialist teachers would become affordable within the enlarged school, allowing for significant curriculum enrichment and further supporting our drive to become “Outstanding”.
- ✓ The pupils at the new school would benefit from full time specialist teachers for Creative Arts, Physical Education, Music and Modern Foreign Languages.
- ✓ Three full-time specialist intervention teachers would also be appointed. We would be seeking to appoint highly experienced staff to these posts: from Special School, Independent School and Secondary backgrounds. By bringing expert knowledge in Special Educational Needs, Reading Recovery, as well as individuals with substantial experience of more able pupils into the school, our pupils would be better supported and challenged, allowing us to rapidly drive standards further upwards.

The proposed structure, which remains subject to a full consultation with existing staff, allows almost all teachers to continue to serve in the newly amalgamated school. Personnel reductions would primarily be in management and administration posts

Substantial savings can be made through economies of scale, freeing-up resources for front line delivery. Currently each school requires site care, ICT support, utilities and general maintenance. These costs would be significantly reduced by bringing the two schools together on to a single site.

The resulting savings would be directly channelled towards delivering exceptional learning opportunities for the children.

*Please see Appendix 1
for a diagram of our proposed
staffing structure.*



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The Curriculum

“I never teach my pupils; I only attempt to provide the conditions in which they can learn.”

Albert Einstein

As an amalgamated school we would have great potential to build on good practice from both New King’s and Sullivan in terms of deepening and widening the educational provision. A broad curriculum stands at the centre of an effective education.

In terms of curriculum, the similarities between the two schools far outweigh their differences. Careful consideration and consultation will take place to ensure that the best of each is maintained within the amalgamated school.

- ✓ Both schools currently follow a creative curriculum model, and despite differences in year-group organisation, share several key components of curriculum design and teaching approaches.
- ✓ Both schools teach through topics which link the learning across a number of subject areas. Both schools use topics which have been specifically chosen to be relevant and exciting for their pupils, and both promote high quality literacy outcomes through this cross-curricular approach.
- ✓ As has been the focus at New King’s for several years, we would continue to reinforce our international approach, based on the very latest educational research.
- ✓ In the amalgamated school, we would look to build on our experience of the International Primary Curriculum (IPC) whilst incorporating the strongest elements of the Sullivan approach.
- ✓ We would build on our pioneering, innovative work with the Maths Mastery programme (a mathematics curriculum being developed in partnership with Ark Schools, based on the successful system used in Singapore). This is already delivering exceptionally effective outcomes in our trial classes where its high relevance for our pupils is clear to both teachers and visiting observers.
- ✓ The proposed two-form entry school would be well staffed and well-resourced.
- ✓ Pupils would benefit from an improved teacher:pupil ratio and would no longer have to contend with the difficulties of mixed-age classes.
- ✓ Economies of scale would support a broadening of the curriculum, introducing a particular focus on Science and Music.
- ✓ The expanded subject-specialist teaching team would complement the existing class teacher model, bringing new opportunities for our children to learn languages, how to play a musical instrument, to develop their artistic and creative skills, or take part in a wide range of sporting activities.
- ✓ Front line delivery would also be augmented by Specialist Intervention Teachers who would be brought in to support those pupils with Special Educational Needs or other groups at risk of underachievement.

In addition to this increased level of teacher input, the opportunities for pupil development in conjunction with Thomas’s would be exciting and varied: joint musical events, sporting fixtures and charitable projects, lessons alongside their peers in the Thomas’s schools, and opportunities to share ideas and experiences with each other.



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Summary of Weekly Curriculum (KS2)

- ✓ 5 hours English
- ✓ 5 x 20 minutes Guided Reading and Phonics (across all year groups)
- ✓ 5 ½ hours Maths Mastery
- ✓ 1 hour PE – taught by specialist Staff
- ✓ 1 hour Art – taught by specialist staff
- ✓ 1 hour Music – taught by specialist staff
- ✓ 1 hour Modern Foreign Languages – Taught by specialist Staff
- ✓ 1 hour of Religious Education
- ✓ 1 hour of PSHCE/Circle time
- ✓ *The rest of the timetable (approximately 6 hours) is made up of the International Primary Curriculum*

Please see Appendix 3 for an indicative timetable



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Thomas's
LONDON DAY SCHOOLS

The Buildings and Learning Environment

*“The board-schools...Light-houses, my boy!
Beacons of the future! Capsules with hundreds of bright
little seeds in each, out of which will spring the wiser,
better England of the future.”*

Arthur Conan Doyle, Sherlock Holmes

Physically, both schools operate from buildings which were designed primarily for a past era. Sullivan has exceptional grounds although New King's has prouder buildings. New King's already occupies a prized Victorian London Board School building. Pupils enjoy a generous allocation of space, classrooms are bright and colourful, and have been upgraded to the highest levels of information communication technology as well as being acoustically modified to enhance the learning environment.

Outside, New King's have built several garden areas in which children learn and play every day. The site is well placed to access large green spaces within the local area – Hurlingham Park and South Park are 5 minutes away, Fulham Palace no more than 10 minutes' walk.

- ✓ The amalgamation of the two schools provides the opportunity for the children of both schools to enjoy a dramatically enhanced learning environment.
- ✓ The availability of both sites during the construction process allows for the New King's site to be completely vacated enabling substantial improvements and alterations to be made.
- ✓ The Council's recent feasibility study illustrates how this building can provide fantastic opportunities for children to learn within purpose-built facilities which would be otherwise unavailable. This significant investment would prepare the building for the education of local children for many years to come.
- ✓ The installation of two lifts would make the school fully accessible, allowing us to further support children with a variety of disabilities.
- ✓ The combination of specialist teachers and specialist teaching spaces would allow the new school to deliver to children from the whole community learning opportunities usually associated with only the best independent prep schools.
- ✓ The outside spaces would receive a particular focus to ensure that pupils retain the opportunity to bring their learning outside, to plant and tend a garden or search for mini-beasts.

Leadership and Partnership with Thomas's London Day Schools

“The greatest good you can do another is not just share your riches, but to reveal him his own.”

Benjamin Franklin

The Governance Teams and Leadership Teams of the enlarged New King's will be reorganised on its merger to represent the interests of both schools. Thereafter, the leadership of the school will consult with its staff and parent body to continue further transformation of the enlarged New King's into the Parsons Green Academy in partnership with Thomas's. The intention is for this to take place at the earliest opportunity.

Thomas's (www.thomas-s.co.uk) is a family owned group of four independent, co-educational preparatory schools and two kindergartens, in which three hundred form and specialist teachers educate



just fewer than two thousand pupils within central London. Established in 1977, with two teachers and eleven children, the schools have grown organically to become recognised today as leading preparatory schools.

Thomas's also supports the education of up to fourteen thousand children in Nepal through its work in its own established charity, The CAIRN Trust (www.cairntrust.org.)

The Thomas's Schools Foundation (www.tsfoundation.org.uk) an independent charity, supports children and community projects within London. The Thomas's Schools Foundation strives to ensure that children especially those with the fewest resources have opportunities to succeed in school and life.

New King's has already been benefiting from informal links with Thomas's for a number of years. The Thomas's Schools Foundation currently provides

20 volunteer readers and a volunteer librarian who work alongside staff to support pupils. Teachers from Thomas's are already running extra small-group lessons for gifted and talented pupils. Generous donations from Thomas's parents have significantly improved the collection of library books. The Foundation has also helped fund a number of curriculum focus weeks, for example by providing training in Samba Percussion for the whole school in a recent Music Week.



- ✓ Academically, Thomas's recognises that the potential exists for a significant wealth of further educational opportunities to be unleashed by a formal, rather than informal partnership between our pupils, staffs and parents.
- ✓ Administratively, by virtue of our history and organisation, Thomas's possess the entire necessary financial, administrative and logistical expertise required to support the amalgamation, refurbishment and on-going operations of the school.
- ✓ Thomas's supports the amalgamation because of the enhanced educational benefits, staffing and facilities that it will bring the pupils of both schools.
- ✓ Thomas's shares the vision of, and ambition for, the school with the Governors of New King's and wishes to be an effective partner to them into the future
- ✓ Thomas's therefore wish to further widen its community responsibilities by partnering its first primary converter academy and practically assisting it on its journey towards offering, and maintaining, an education of outstanding quality for its pupils

As soon as possible, and subject to approval after consultation, Thomas's would assist with the formation of a charitable trust, with senior staff from Thomas's making up 50% of the membership. Thomas's staff would also be represented on the Board of Governors.

Thomas's intends its role to be one of supportive partner and enabler, not leader. Thomas's believes that the staff and management of the school already possess the initiative, flair and educational ambition to continue to succeed. They simply require support, guidance, assistance and structures to sustain their efforts. This will be a genuine partnership between independent and state sectors which promises to deliver great opportunities for pupils and staff across the whole educational spectrum.

Toby Thomas
Principal
Thomas's London Day Schools

Ben Thomas
Principal
Thomas's London Day Schools

Please see Appendix 2 for the structure of the Thomas's team



Parsons Green Academy

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Our Academy Proposals

Subject to further consultation with stakeholders, New King's would propose that the newly amalgamated school seeks Academy Status to become the Parsons Green Academy.



Both New King's and Sullivan are rated 'Good' by Ofsted and so we would be seeking to become an academy in our own right. New King's would therefore be a converter academy, not a sponsored academy; however we would form a formal partnership with Thomas's.

Governance Arrangements

On conversion to an Academy we would establish an academy trust – a charitable company limited by guarantee with two tiers of governance:

The members of the Academy Trust would be responsible for the strategic oversight of the academy.

Membership of the trust would comprise an equal representation of current school governors and executives from Thomas's.

The Governing Body would manage the Academy on behalf of the Academy Trust. The governing body would be made up of the Head Teacher and other staff representatives, representatives from Thomas's, parent governors and community governors.

We would seek to include current governors from New King's and Sullivan to enable continuity.

Admissions Procedure

Our admissions policy would be open and inclusive, giving priority for children with statements of special educational needs, and for looked after children. Siblings of current pupils would also receive priority, followed by an inclusive community intake prioritising those children living closest to the point halfway, by road, between New King's and Sullivan (defined as the south-west corner of Parsons Green).

School Uniform

We feel that the new school should have a new uniform. However, we are aware that this may place undue financial pressure on some families, and so will be seeking to provide important items of school uniform free of charge for all pupils if the proposal to amalgamate the two schools goes ahead. This new uniform would be worn by all pupils from September 2014. We would continue to use the same design if and when the school moved on to Academy status.

Wider Impact and Summary

“You must be the change you wish to see in the world”

Mahatma Gandhi

The plans for the amalgamated school go beyond ambitions to become “Outstanding” in the eyes of Ofsted. We feel that the bringing together of two good schools, with the support of the Council and the Local Authority, and the capabilities of the Thomas’s organisation has enormous additional potential.

This innovative partnership between the state and independent sector links very closely to Sir Michael Wilshaw’s vision for the UK education system as outlined in his Festival of Education speech (June 2013) and again in his address to the Headmasters’ and Headmistresses’ Conference (Sept 2013). The development of purposeful links between sectors offers tremendous opportunities for school improvement, raising the expectations of all our children.

We have brokered a potentially significant development in this field that could become a model for further partnerships within the tri-borough, and further afield.

The release of the Sullivan site would also allow for the establishment of Fulham Boys School, which would significantly improve secondary provision in South Fulham for all boys – complimenting the existing girls’ provision at Lady Margaret School.

We are keen for these opportunities to be open to all of our pupils and have already begun discussions with Fulham Boys’ Head Teacher and Governing Body about how our schools could work in partnership to raise ambitions for local children.

By supporting the longer-term ambitions of New King’s and in turn those of Fulham Boys, the Council allows a shared vision to be strengthened, for the partnerships to be fully realised, and for the educational landscape of South Fulham to be transformed into a hotbed of innovation, cross-sector collaboration and academic excellence.

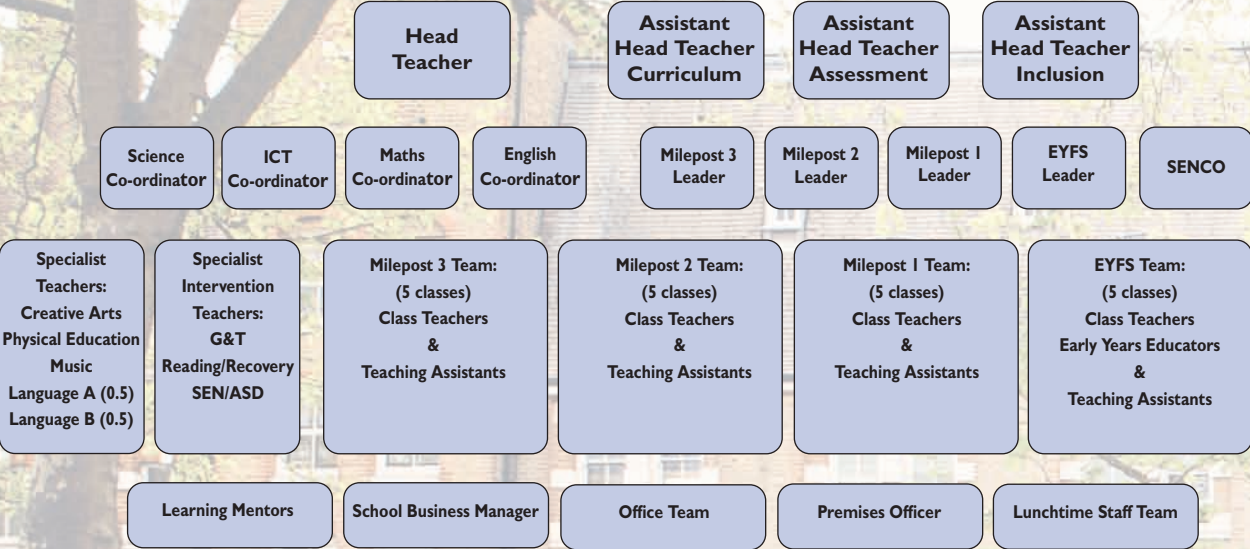
In summary, the current proposal would enable a far greater number of local children to benefit from an enhanced primary provision. This proposal will not result in the loss of a “Good” school – it will join two “Good” schools together to form one which is truly “Outstanding”.



Appendix 1

Proposed Staffing Structure for the Amalgamated School

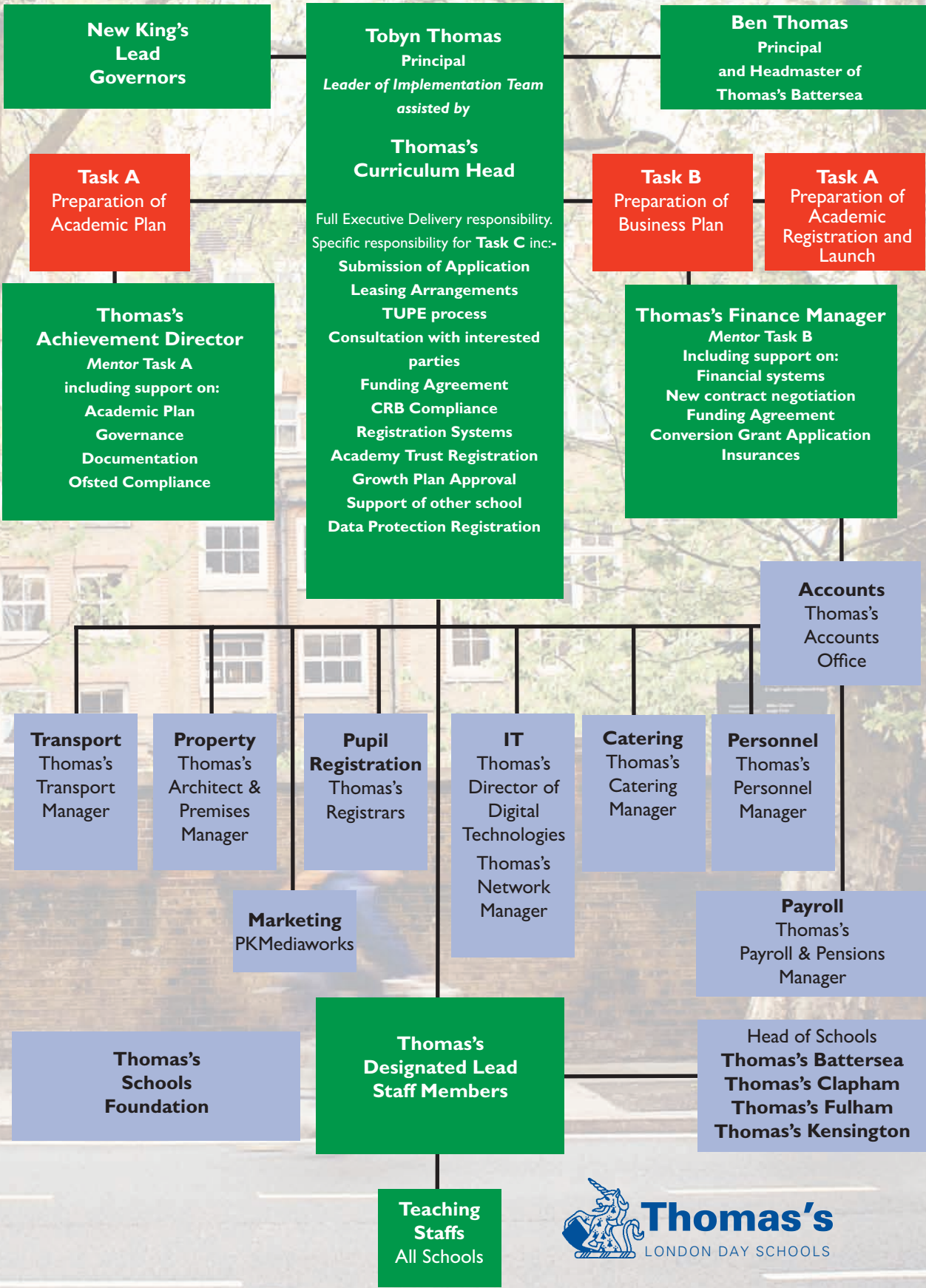
Please note that this indicative structure is subject to further consultation with existing staff at both New King's and Sulivan.



Appendix 2

Thomas's Support Team Structure

Parsons Green Academy



Appendix 3

Indicative KS2 Timetable



Parsons Green Academy

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| KEY STAGE 2 | MONDAY | TUESDAY | WEDNESDAY | THURSDAY | FRIDAY |
|---------------|--|--|--|--|----------------------------------|
| 8:00 – 9:00 | Breakfast Club (Optional) | Breakfast Club (Optional) | Breakfast Club (Optional) | Breakfast Club (Optional) | Breakfast Club (Optional) |
| 9.00 – 9.05 | Registration & Fitness | Registration & Fitness | Registration & Fitness | Registration & Fitness | Registration & Fitness |
| 9.05 – 9.25 | Guided Reading/ Phonics | Guided Reading/ Phonics | Guided Reading/ Phonics | Guided Reading/ Phonics | Guided Reading/ Phonics |
| 9.25 – 10.25 | English | English | English | English | English |
| 10.30 – 10.45 | Whole School Assembly | Key Stage 2 Assembly | Circle Time / PSHCE | Whole School Assembly | Circle Time / PSHCE |
| 10.45 – 11.00 | Break | Break | Break | Break | Break |
| 11.00 – 12.00 | Maths | Music | Maths | Maths | Maths |
| 12.00 – 12.30 | RE/PSHCE | Modern Foreign Language | International Primary Curriculum | International Primary Curriculum | RE/PSHCE |
| 12.30 – 13.30 | Lunch | Lunch | Lunch | Lunch | Lunch |
| 13.30 – 14.30 | International Primary Curriculum | Maths | PE | International Primary Curriculum | International Primary Curriculum |
| 14.30 – 15.30 | International Primary Curriculum | International Primary Curriculum | Art | Modern Foreign Language Maths Meeting | Rewards Assembly |
| 15:30 – 16:30 | Extra-Curricular Activities (Optional) | Extra-Curricular Activities (Optional) | Extra-Curricular Activities (Optional) | Extra-Curricular Activities (Optional) | After School Club (Optional) |
| 16:30 – 18:00 | After School Club (Optional) | After School Club (Optional) | After School Club (Optional) | After School Club (Optional) | |





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