

East Birmingham
Network
(EBN)
Alternative
Provision
Free School

EBN Free School Birmingham

Section 1: Applicant Details

Details of Company Limited by Guarantee
Name: East Birmingham Network Behaviour and Attendance Partnership Ltd
Company address: [REDACTED], [REDACTED], Stechford, [REDACTED]
Company registration number: 07665550
Main contact
Name: [REDACTED]
Address: [REDACTED], [REDACTED], Stechford, [REDACTED]
Email address: [REDACTED]
Telephone number: [REDACTED]
Mobile Number: [REDACTED]
Members and Directors
Please confirm the total number of (a) Company Directors 9 and (b) any other members of the Governing Body <input type="checkbox"/> appointed to date and list them below. Please also confirm who the proposed Chair of the Governing Body is.
Name: [REDACTED] Position: [REDACTED]
Name: [REDACTED] Position: [REDACTED]
Name: [REDACTED] Position: [REDACTED]
Name: [REDACTED] Position: [REDACTED]
Name: [REDACTED] Position: [REDACTED]
Name: [REDACTED] Position: [REDACTED]
Name: [REDACTED] Position: [REDACTED]
Name: [REDACTED] Position: [REDACTED]
Name: [REDACTED] Position: [REDACTED]
Related organisations

EBN Free School Birmingham

Does the Company Limited by Guarantee have any links (through the members, directors or otherwise) with any other charitable or commercial organisation? No

If Y please provide their name and Charity Commission number and describe the role that it is envisaged to play in relation to the alternative provision Free School: N/A

If your organisation is an existing provider of alternative provision that is registered as an independent school, please provide your six digit unique reference number:
No

Declaration to be signed by a Company Director

I confirm that the information provided in this application is correct to the best of my knowledge and that if the application is successful, the Company will operate an alternative provision Free School in accordance with the requirements outlined above and the requirements of the Funding Agreement with the Secretary of State.

Signed:

Print Name:

Date:

Each Member and Director of the Company should also complete and return the personal information and declarations from Section 9 (which is in a separate downloadable form).

EBN Free School Birmingham

Section 2: Outline of the School

Proposed school name:	EBN Free School																												
Age range:	13-16																												
Proposed numbers at each key stage at point of opening and explanation of how pupil numbers will expand to fill the school over time.	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th>2012</th> <th>2013</th> <th>2014</th> <th>2015</th> <th>2016</th> </tr> </thead> <tbody> <tr> <td>Yr 9</td> <td>20</td> <td>20</td> <td>20</td> <td>20</td> <td>20</td> </tr> <tr> <td>Yr 10</td> <td>15</td> <td>25</td> <td>30</td> <td>30</td> <td>30</td> </tr> <tr> <td>Yr 11</td> <td>10</td> <td>30</td> <td>40</td> <td>40</td> <td>40</td> </tr> </tbody> </table>						2012	2013	2014	2015	2016	Yr 9	20	20	20	20	20	Yr 10	15	25	30	30	30	Yr 11	10	30	40	40	40
		2012	2013	2014	2015	2016																							
	Yr 9	20	20	20	20	20																							
	Yr 10	15	25	30	30	30																							
Yr 11	10	30	40	40	40																								
If an existing provider of alternative provision which is registered as an independent school, provide details of your latest inspection (including the report), current numbers on roll and total capacity of school.	NA																												
Will your school have a religious ethos? If Y, please specify which faith.	No																												
Is this an application for a single-sex school? If so, please tick the relevant box.	No																												
Local authority area in which the school would be situated (and if near to a LA boundary please include names of neighbouring LAs).	The Free School would be situated in the east area network of Birmingham Local Authority. See attachment (Map bordered by Solihull and Warwickshire)																												

EBN Free School Birmingham

Section 3: Educational Vision

Context

The East Birmingham Network is one of six networks which are part of Birmingham Local Authority. (See map appended). There are 12 secondary schools within this network that provide for over 18,500 students between the ages 11 to 19. These 12 schools have a long history of collaboration which includes Behaviour and Attendance Partnership, Sharing Panel, collaborative continual professional development, collaborative school evaluation, local area curriculum planning and joint Post-16 provision.

Across the East Birmingham Network schools the NEET figures have been as high as 6.07% in comparison to the Birmingham Local Authority average of 3.8%. Additionally over 30% of the SEN needs from the city come from the East area alone.

Through its Behaviour and Attendance Partnership, the network has significantly reduced the number of permanent exclusions from 56 in 2005/6 to 39 by 2009. This was achieved through successful integration of hard to place students, intelligent and creative use of the managed move process as a preventative strategy, improved attendance, increased achievement at Level 2 and 3, a decrease of NEET numbers and improved progression onto Post-16. However this has now reached a point where further provision is needed.

There still remains a cohort of students for whom the current pattern of provision is not able to meet all of their needs and they continue to be disengaged from education. A different type of alternative provision is required.

Background to Proposal

The East Birmingham Network of secondary schools has identified a gap in the available provision for students who have challenging behaviour, attendance issues, are disengaged from mainstream education and for whom traditional mainstream school has failed to enthuse and engage. Although these students are a minority of the overall cohort of students in the East Birmingham Network Schools (approximately 3.5%) their behaviour has a disproportionate impact on the learning and achievement of their peers.

The EBN Free School will establish bespoke provision which will provide specific individual learning programmes for these students.

The EBN Free School will make a positive contribution to the local community by enabling students to become responsible citizens by breaking the cycle of underachievement.

EBN Free School Birmingham

Our Mission Statement

- EBN Free School will be a safe, well ordered and caring learning environment, which will deliver high quality education to all its students. We will support them to develop their individual potential for growth, self-worth and self-control through experiencing outstanding teaching, clear and consistent guidance and support.
- The academic curriculum will fulfil our principal aim of providing access to a range of accredited qualifications as well as educational and social experiences, which will address the learning and emotional needs of our students. We will support every student to develop their true potential and make a positive contribution to their community as they progress towards adult life.

Aims

- To challenge every student to raise their aspirations and excel in academic achievements.
- To instill in students the values and characteristics necessary to become successful, confident and responsible members of society.
- To teach students the value of self-discipline, resilience and respect in order to become life-long learners.
- To prepare students to participate in and contribute to a society with ever changing scientific, technical and global needs.

These aims are underpinned by:

- High quality teaching leading to a stimulating and enjoyable educational experience for all.
- A broad and balanced curriculum, with an emphasis on English and Mathematics, which offers real choice and opportunity in an ever changing technological world.
- A well ordered and disciplined environment where students feel safe and happy.
- An extensive programme of enrichment where students can develop their talents and interests.
- Strong bonds between home, school and the community that reinforce the school's success.

The EBN Free School will exist in order to

- Provide for the needs of 13-16 year old students who have disengaged from mainstream provision and who are high need but not necessarily statemented.
- Narrow the gap of under achievement.
- Reduce the NEET figures.
- Provide a springboard to prepare students for post 16.
- Reduce the number of permanent and fixed term exclusions.

EBN Free School Birmingham

- Support the re-integration of permanently excluded students returning from the PRU back into mainstream.
- Reduce the risk of students offending.

There is currently a range of successful strategies in place within the network which include opportunities for students to make a fresh start through the use of managed moves and other collaborative arrangement between schools.

As a Behaviour and Attendance Partnership we have identified that if the managed move process has not re-engaged the students by Year 9, disaffection becomes entrenched and a different approach is needed beyond the confines of the mainstream school.

One of the core aims of the free school is to develop a range of learning opportunities that allow early intervention, prevention and secure engagement in a more innovative way. By including Year 9 this will allow opportunities for early assessment of need and appropriate learning programmes and interventions that will lead to appropriate progression routes on to further education opportunities which may include mainstream education.

All students will study Maths, English, Science & ICT – appropriate to their learning style plus access to a wide curriculum offer designed to promote individual engagement, attainment and achievement. Opportunities will be provided in physical education for all students.

This will include GCSE and appropriate accredited vocational courses and work based learning opportunities. Vocational training to be accessed using Further Education providers such as South Birmingham College, where there are already established shared provision courses developed.

Students will have access to a range of enrichment opportunities to motivate and inspire them to raise their aspirations and develop a sense of moral purpose contributing effectively to the community.

Pupils will have access to a personal coach to remove barriers to learning and supporting the acquisition of life skills which include the student in sharing responsibility for their own learning.

The assessment of the students' needs will inform a learning passport which will follow the students throughout the remainder of their statutory education.

The needs of students will become apparent or change throughout the year so the programmes will need to be designed specifically for individuals to allow for a 'roll on, roll off' model of delivery.

This school will work with parents, support services which would include The Health Authority, Youth Offending Team, voluntary groups, Social Services, local businesses, sporting institutions (BCFC), Further Education and Higher Education.

EBN Free School Birmingham

The East Birmingham Network spans the following areas of Birmingham: Sutton Coldfield, Castle Vale, Shard End, Garrets Green, Sheldon, Acocks Green, Yardley, Alum Rock, Washwood Heath and Stechford; all of which are well served by public transport.

The East Birmingham Network is one of 6 networks within Birmingham and is bordered by 3 other networks (see appended map).

To the East and South of the network are Warwickshire and Solihull Local Authorities. Over 1500 students who live in the East Birmingham Network catchment area attend school in these neighbouring authorities.

It is well documented that this is an area of high multiple deprivation factors. For example, seven of the network schools have over 40% of their students on Free School Meals and an average of 80% of students within the network live in areas within the top deprivation quintile compared to the Birmingham average of 63.6%.

Table: Comparative Data on all EBN Secondary Schools

School Name	Absence Rate	Persistent Abs	SEN Statements	Sch Action Plus	Pupil Turnover	Top Dep Quintile	5+A*-C (EM)	Expected prog.	Free School Meals
Arch. Ilsley	7.10%	5.60%	1.00%	4.40%	2.00%	64.90%	53%	57/75	52.90%
Bishop Walsh	6.10%	3.50%	1.40%	1.60%	2.40%	11.00%	76%	83/83	6.50%
Castle Vale	9.10%	8.10%	2.40%	13.50%	7.60%	83%	31%	47/25	40.60%
Cockshut Hill	6.70%	4.90%	2.10%	6.90%	4.10%	69.40%	52%	77/48	24.10%
Fairfax	4.90%	2.50%	3.40%	4.80%	2.80%	12.30%	61%	69/63	10.60%
John Willmott	7.20%	4.90%	2.10%	4.20%	5.30%	24.10%	53%	71/51	20.50%
Ninestiles	8.50%	8.50%	5.40%	5.70%	5.70%	70.10%	64%	90/64	27.00%
Park View	7.60%	4.60%	3.10%	10.10%	5.80%	71.00%	71%	88/93	59%
Sheldon Heath	7.00%	5.90%	2.20%	1.80%	12.60%	91.40%	47%	61/58	39.60%
International	6.60%	4.70%	2.10%	10.60%	28.90%	94.00%	42%	49/54	53.20%
Washwood H.	9.40%	7.10%	1.20%	4.10%	8.30%	93.70%	51%	74/62	43.70%
LA Average	6.80%	4.40%	2.10%	7.10%	6.80%	63.60%	55%	72/64	
Network Average	8.00%	5.50%	2.40%	6.10%	7.80%	79.00%	54%	70/61	34.30%

EBN Free School Birmingham

Section 4: Educational Plan

4.1. Admissions

The Local Authority will be referring 50% of the referrals to the admission committee (see letters of support and commitment from Local Authority).

We are making the following evidence based assumptions.

Admissions will be received through a referral system via the admissions committee from local schools and the Local Authority. There will be a number of Year 8 and Year 9 students who are showing a level of disengagement from mainstream provision which is placing them at risk of permanent exclusion (see tables below). These students could be referred to the EBN Free School for a Sept 2012 start in Year 9 and Year 10.

There will be a series of in year admissions for those students arriving new to the city in Year 10 and Year 11 and who fit the EBN Free School admissions criteria. Local schools will also be able to refer Year 10 and Year 11 students in year due to their behaviour/disengagement placing them at risk of permanent exclusion.

Table 1: Managed Move Data from School to School

Year Group	Successful (January 2010 to May 2011)	Unsuccessful (January 2010 to May 2011)	Referred into AP (Sept 09 to May 10)	Referred into AP (Sept 10 to May 11)
7	4	4	0	0
8	13	9	0	0
9	15	20	25	17
10	10	14	26	58
11	0	0	15	60
Total	42	47	66	135

Table 2: In Year Referrals from Birmingham City Council Admissions and Appeals

Year Group	Successfully Reintegrated	Unsuccessful and needed to be MM into another school	No. of unsuccessful from column 3 that had to be eventually referred to AP
7	0	1	0
8	4	7	0
9	4	19	13
10	4	1	3
11	0	0	0
Total	12	28	16

EBN Free School Birmingham

This provision is being established to meet the needs of a discreet cohort of young people within the East Birmingham area and so this will be reflected in tightly defined admissions criteria and referral routes to ensure that they have priority of access in cases of oversubscription. See table below for admission numbers for each age group.

Year group	2012	2013	2014	2015	2016
Yr 9	20	20	20	20	20
Yr 10	15	25	30	30	30
Yr 11	10	30	40	40	40

Where there is spare capacity access will be widened to allow other local students to access the provision.

EBN Free School is not intended to replace current Local Authority provision. It will establish a new type of provision to fill a gap identified by schools working together as the East Area Network through the Behaviour and Attendance Partnership.

There will be no formal admissions application process for parents instead a system of referrals will be established.

Evidence based referrals will be accepted from Schools or Local Authorities in the following circumstances:

- The young person's behaviour, attendance and/or engagement in school is such that a permanent exclusion is likely, and the school has taken all possible steps to re-engage the young person (including a managed move).
- The young person is a persistent non-attender or school phobic and all steps to re-engage the young person have failed.
- The young person is new to the area and has not attended any school for the previous two terms and no suitable mainstream place is available.

Where the number of appropriate referrals exceeds the number of places available, place offers will be made in accordance with the following oversubscription criteria:

1. Children in the care of the Local Authority on the roll of one of the East Birmingham Network Schools.
2. Other children on roll at one of the East Birmingham Network schools.
3. Children in the care of the Local Authority resident in the East Birmingham Network catchment area.
4. Children resident in the East Birmingham Network catchment area without a school place.
5. Other children resident in the East Birmingham Network.
6. Any other children

In the case of a tie breaking situation random allocation will be used to decide which students are taken on roll.

EBN Free School Birmingham

The Free School will receive referrals from an already established referrals committee that meet every 5 weeks to discuss referrals. The referral committee will consist of:

- The Principal of the Free School
- The Chair of the East Birmingham Network Behaviour and Attendance Partnership.
- Designated Deputy Head Teachers from each of the 12 secondary schools within the network.
- South Birmingham College Vice Principal
- Admissions and Appeals representative from Birmingham Local Authority.
- Birmingham Behaviour Support Services.

If required, the following agencies are invited to contribute about specific cases.

- Representative from Education Welfare Service.
- Representative from Looked After Children Service.
- Representative Youth Offending

This referral committee will abide to its statutory obligations to abide to the Admissions Code.

No application will be considered without parental consent and appropriate evidence of previous interventions.

4.2. Curriculum and Organisation of Learning

Overview

EBN Free School's mission is to provide a safe, well ordered and caring learning environment which will deliver high quality education to all its students. We will support students to develop their individual potential for growth, self-worth and self-control through experiencing outstanding teaching, clear and consistent guidance and support.

The curriculum will provide access to a range of accredited qualifications as well as educational and social experiences, which will address the learning and emotional needs of our students. We will support every student to develop their true potential and make a positive contribution to their community, as they progress towards adult life.

In the development of the EBN Free School we would envisage a 3 phased development process over the next six years:

EBN Free School Birmingham

Phase 1

Within the first 3 years the principle focus will be to develop the school to ensure it delivers the stated outcomes. This will involve recruitment of specialist staff that are skilled in enthusing the most disengaged students with a particular expertise in positive behaviour management.

All students will follow a programme of study which will include English, Mathematics, ICT, PSHEE, Physical Education and a Science subject.

Vocational qualifications will be delivered by accessing the expertise of local colleges or schools. Students will be released one day a week to travel to our partner colleges or schools.

Our main partner college, South Birmingham College, can deliver a series of options which include Creative and Media, Sport and Leisure, Childcare, Business and Finance, Catering, Public Services and Health and Social Care (see letter of commitment from South Birmingham College).

Gifted and Talented students will be able to access the principle learning from the specialised diploma qualifications which are already established within the network schools e.g. Health Society and Development, Creative and Media, Construction, Engineering and ICT.

A flexible curriculum timetable will accommodate linear courses, short courses, full and/or part-time blocks (block release from mainstream to access shared provision) and work based learning.

Providing students access to the above broad curriculum will ensure that the following objectives are achieved:

- All students have achieved at least L1 English and Mathematics by the end of Year 11.
- All students make 3 levels of progress in English and Mathematics from the end of KS2 to the end of KS4.
- All students progress from Year 11 onto further education, employment or training.
- Attendance is at minimum of 95%.
- There is no permanent exclusion in the local schools within the East Birmingham Network.
- All students achieve a vocational qualification.
- All students successfully achieve the targets set out in their learning passport.
- All students complete a personal social development programme.
- All students leave EBN Free School feeling positive about themselves and are well rounded individuals who will make a positive contribution to society.

EBN Free School Birmingham

Phase 2

Between year 3 and year 5 EBN Free School would want to begin to build capacity in delivering vocational qualifications such as Hair and Beauty, Motor Vehicle Studies or Construction. These subjects in phase 1 would have been outsourced. By developing these specific courses this would allow EBN Free School to begin a trading arm with the local schools. This would not conflict with the vocational courses being accessed from South Birmingham College.

This would allow the school to generate some income and reduce the costs of outsourcing provision.

Phase 3

By year 5 or earlier we would expect to have become a Centre for Excellence in working with students with challenging behaviour and engaging them positively in education. We would broker our services to other schools and in doing so generate another income stream. This will include consultancy and outreach work on improving behaviour programmes.

School Term Dates

Schools terms and dates will be consistent with East Birmingham Network Schools, with other opportunities for extended learning during the holidays.

Table 1: Term Date 2012/13

Term	1st Half term	Holiday	2nd Half term
A) Autumn Term 2012:	Monday 3 rd September to Friday 19 th October 2012	Monday 22 nd Oct to Friday 26 th Oct 2012 Monday 24 th December 2012 to Friday 4 th January 2013	Monday 29 th October to Friday 21 st December 2012
B) Spring Term 2013:	Monday 7 th January to Friday 15 th February 2013	Monday 18 th February to Friday 22 nd February 2013 Friday 29 th March to Friday 12 th April 2013	Monday 25 th February to Thursday 28 th March 2013.
C) Summer Term 2013:	Monday 15 th April to Friday 24 th May 2013.	Monday 27 th May to Friday 31 st May 2013.	Monday 3 rd June to Tuesday 23 rd July 2013.

Future year's term time will follow the same pattern in accordance with the published Birmingham Local Authority term dates.

EBN Free School Birmingham

School Day

Students will receive their entitlement of a minimum of 25 hours a week. This will be bespoke to meet the individual needs of the students and will be a variety of educational experiences both onsite and in the wider community.

The school day will start at 9.00 am and finish at 3.00 pm.

Due to the need for flexibility in curriculum delivery not all students will have the same length of school day. For example some students engaged in offsite learning activities such as attending a mainstream school for a diploma may start and finish at later times but still accessing 25 hours a week. There will be a timetable that will ensure that all students have access to all areas of the school core curriculum.

Individual students will have a personalised timetable to support their particular needs, thus a flexible approach will be utilised to secure the full engagement of all young people.

The day will be structured into sessions designed to meet the differing needs of the young people and maximising the use of the buildings and staff skills and expertise.

Each student will be allocated a personal tutor to ensure they are able to access all areas of the curriculum and have full engagement with the learning process. Students will be consulted in all matters related to their learning programme, developing individual responsibility for their learning and a collective responsibility for the school community.

The curriculum will consist 36% English, Maths, Science and ICT, 24% Enrichment, Humanities, PSHEE, PE and 40% of the timetable will be Vocational and GCSE's options based on group sizes of 10 with two staff, one teacher and one support staff member within each session.

The staff structure at full capacity will be as follows:

- Head / Principal Designate
- Deputy Head / SENCO (FT)
- 3 Curriculum Leaders (English, Maths, ICT / Technology) (FT)
- Finance Manager (PT)
- 6 Teachers (FT)
- 5 TA / Mentor / Personal Coaches / Tutors (TTO - these staff will carry out outreach work and support students offsite)
- 1.5 Administration (TTO)
- Facilities Manager (FT)

Some students will enter the school at the beginning of Year 9 and remain at EBN Free School until the end of Year 11. Other students will be in-year admissions as directed by the admissions panel. The roll-on/roll-off curriculum model will ensure students are not disadvantaged by in year admission.

EBN Free School Birmingham

In Phase 1 of EBN Free School development there will be opportunities for other students to spend shorter periods of intensive intervention prior to returning to mainstream education:

- Permanent excluded students preparing to return to mainstream.
- Students who have been out of education for more than two terms.

By Phase 3 this will be extended to include students accessing improving behaviour courses.

Students who are coming from an East Birmingham Network school will have had a period of comprehensive assessment which will inform their learning passport on entry including any G+T and/or EAL needs. This assessment will be done in conjunction with the students, parents and any other relevant agencies and inform the support package provided for students.

Students new to the area will be assigned a personal tutor who will carry out a similar programme of assessment to establish learning passports for this category of student.

This initial assessment will inform an action plan with an identified exit strategy which will set out the curriculum design and support for the short, medium and long term. Regular reviews will measure success and inform any adjustments that need to be made to the personalised programme for any particular student. This will map out the learning journey for every student to Post-16 and beyond.

The learning passport will identify the programme and record students' progress throughout their learning programme. Regular reviews will take place with the personal tutors.

The range of qualifications will include GCSE's in the core subjects, accredited recognised qualifications such as BTEC's, Diplomas, Asdan, Functional Skills, Preparation for Working Life and ALAN.

There will be opportunities for Level 2 qualifications in core subjects.

The flexibility within the timetable will allow students to access courses which meet their different needs and interests. A wider range of courses will be accessed through the partnership with the network of schools, college and other partners.

A broad and balanced curriculum offer will be achieved by working in collaboration with partners such as other schools within the network, FE and HE partners, South Birmingham College, businesses and Work Based Learning Providers.

We are totally committed to preparing all students for the core qualifications and skills which are vital for their future employment and post 16 options.

EBN Free School Birmingham

The flexible curriculum as outlined above will be appropriate to the students because of small group sizes, individual learning, different teaching and learning styles including provision for gifted and talented students. Arrangements will be made to ensure that basic levels of numeracy and literacy are achieved by all students in order for them to access all levels of the curriculum. For example students who are falling behind will be given 1:1 tuition.

Curriculum Model

Students will be arranged into Year groups and group size = maximum 10 students. Table 2 outlines the number of groups this will generate in Year 9, Year 10 and Year 11 and the subsequent number of teachers required to cover these sessions.

Table 2: Number of sessions in house/off site and number of teachers.

Year	No of groups (10 students per group)	Total No. of teaching periods (30 sessions a wk)	No of groups out at college. (6 sessions a day)	No of sessions off site	No. of sessions on site	No of FT teachers needed per year
2012/13	5	150	3 for 2 days a week	36	114	5
2013/14	8	240	6 for 1 day a wk= 36 3 for 2 days a wk= 36	72	168	6 + 1 DH
2014/15	9	270	7 for 1 day a week	42	228	9 + 1 DH

Core Curriculum

Table 3 outlines the core curriculum and the options which would include GCSE's, diplomas or vocational qualifications depending on each student's choices.

Table 3: The number of periods of each subject that each student will access.

Subject	No of sessions (50 min)
English	4 (Yr11 & Yr10) 5 (Yr9)
Mathematic	4 (Yr11 & Yr10) 5 (Yr9)
ICT	2 (all groups)
Science	3 (all groups)
Humanities	2 (Yr9 only)
PE	1 (Yr9 only)
Asdan / YouChoose	3 (Yr9 only)
Art & Design	2 (Yr9 only)
PSHEE /Enrichment/ tutor time	7 (Yr9) 5 (Yr11 & Yr10)
Vocational / GCSE	6 (Yr11 & Yr10 only) On individual basis
Total number of periods	30 periods

EBN Free School Birmingham

A) English

Yr11 and Yr10 – 4 x 50 mins sessions per week.
Yr9 5 x 50 mins sessions per week.

B) Maths

Yr11 and Yr10 – 4 x 50 mins sessions per week.
Yr9 5 x 50 mins sessions per week.

C) Science

3 x 50 min sessions per week

D) ICT

2 x 50 sessions per week

E) Humanities

2 x 50 sessions per week

Enrichment / Options / Alternative Course Curriculum

Within this section of the curriculum offer the enrichment activities will include opportunities for PE, PSHEE, Humanities, Preparation for Work/Life and Tutor Time.

The Alternative Programmes would include work experience, accredited courses at both Levels 1 and 2 at GCSE and appropriate vocational courses. There will be a degree of flexibility in these areas in order to meet the needs and interests of the students. Such courses will be delivered both on and offsite in accordance with the development plan.

Disability / SEN

The school is committed to inclusion and to the ten principles that underpin the Every Child Matters, the Change for Children Programme and the five Every Child Matters outcomes. We will meet the need of students who experience barriers to their learning, which may relate to sensory or physical impairment, learning difficulties or emotional or social development, or may relate to factors in their environment, including the learning environment they experience in school. Students requiring equipment due to impairment will be assessed in order to gain the support that they require.

We recognise that students learn at different rates and that there are many factors affecting achievement, including ability, emotional state, age and maturity. We believe that many students, at some time in their school career, may experience difficulties which affect their learning and we recognise that these may be long or short term.

We aim to identify these needs as they arise and provide teaching and learning contexts that enable every student to achieve to his or her full potential.

EBN Free School Birmingham

We see the inclusion of students identified as having special educational needs as an equal opportunities issue, and we will also aim to model inclusion in our staffing policies, relationships with parents/carers and the community.

The EBN Free School will:

- Ensure the SEN and Disability Act and relevant Codes of Practice and guidance are implemented effectively.
- Ensure equality of opportunity for, and to eliminate prejudice and discrimination against students with special educational needs.
- Continually monitor the progress of all students, to identify needs as they arise and to provide support as early as possible.
- Provide full access to the curriculum through differentiated planning by class teachers, SENCO, and support staff as appropriate.
- Provide specific input, matched to individual needs, in addition to differentiated classroom provision, for those students recorded as having SEN at School Action, School Action Plus and Statements of Special Educational Needs.
- Ensure that students with SEN are perceived positively by all members of the school community, and that SEN and inclusive provision is positively valued and accessed by staff and parents/carers.
- Involve parents/carers at every stage in plans to meet their child's additional needs
- Involve the students themselves in planning and in any decision making that affects them.

4.3 Organisation of Pupils

The pastoral care will be delivered through the tutorial system with every student assigned a personal tutor.

There will be a designated Child Protection Officer who will be the Deputy Head Teacher.

Students will have one tutor period each day where they will be able to meet with their personal tutor.

All teaching and support staff will contribute to the tutorial system.

Every group will have collective acts of worship.

There will be a SENCO who will have specific roles and responsibilities outlined in the attached job description.

EBN Free School Birmingham

There will be 9 vertically organised tutor groups. Teaching groups will be arranged into Year 9, Year 10 and Year 11. Within each year group students will be organised according to their ability and prior experience and teachers will differentiate accordingly.

Due to the 'stage rather than age' related programmes tutor groups will be vertically organised. Tutor time will be an addition to the taught curriculum and will take place daily. It will provide opportunities to develop social and emotional aspects of learning, IAG including meetings with personal tutors/coaches, and opportunities to learn in different and less structured environments.

Teaching groups will be structured to reflect the 'working at levels' of students in each subject area. There will be a maximum of 10 students per teaching group and in most cases there will be two adults present, a teacher and a support member of staff. Students will be monitored and supervised at all times.

4.4. Pupil Development and Achievement

The Leadership Team of the school led by the Head Teacher will include the Deputy Head and the Curriculum and Progress Leader/SENCO. There is an expectation that this team would meet once a week. There will be other weekly school meetings involving all staff to support pupil progress and curriculum development.

A student council will be established to take account of students' voice and include students in all aspects of school life.

A separate parent's council will be set up to positively engage parents in the life of the school, the education of their children and involvement in the wider community.

A website will be established with access for all key stakeholders of the school.

Outcomes will be identified on entry into the school and will be continually reviewed and modified when necessary.

For students who are full time, a comprehensive CEIAG plan will inform a personal support plan which prepares these students for further education, employment or training.

For students who are on short term programmes, their mainstream destination will be identified on entry so that a clear exit strategy will be put in place. These students will have their programme mapped to their destination school and support package put in place to ensure successful re-integration. This will allow a seamless transition from the EBN Free School to mainstream.

EBN Free School Birmingham

Success Criteria

- All students have achieved L1 English and Mathematics by the end of Year 11.
- All students make 3 levels of progress in English and Mathematics from KS2 to KS4.
- All students progress from Year 11 onto further education, employment or training.
- Attendance is at minimum of 95%.
- There is no permanent exclusion.
- All students achieve a vocational qualification.
- All students successfully achieve the targets set out in their learning passport.
- All students complete a personal development programme.
- All teaching to be graded as 'good with outstanding features' or 'outstanding'.
- Ofsted judgements of at least good and working towards outstanding.

Monitoring and Evaluation

EBN Free School will be featured on national league tables. The school will also be subject to Ofsted inspections. There will be a 1-year and 3-year school improvement plan. Monitoring will take place to ensure targets are being met. This will include:

- Quality of teaching and learning: this will include robust systems which carry out the following - lesson observation, work scrutiny, data analysis, regular monitoring of students learning passports, regular reports on students. All of these processes will be directly linked to the performance management of every staff member and inform their staff development.
- Pupil attendance and behaviour: MIS system will be used to provide daily behaviour and attendance points. The monitoring of rewards and sanctions across the school will provide data to the Leadership Team which will be used during the performance management of staff. An integral aspect of the progress leader's role and responsibility will be to track individual student progress.
- Pupil enjoyment of school: this will be measured through the pastoral system which will include questionnaires, regular interviews with personal coaches and regular dialogue and questionnaires with parents/carers. Lesson observation will also provide information about students' enjoyment.
- Finance monitoring: the Business/Finance Manager will provide a financial report half-terminally to the Leadership Team and Governors.
- Self -evaluation will be a rigorous, continual and on-going process which will inform plans for school improvement as well as providing information to all stakeholders.

Where students are not making the relevant levels of progress they will be provided with 1:1 or smaller group tuition to target their specific needs.

EBN Free School Birmingham

Accountability for Success

The Head Teacher will be regularly held accountable to the School's Governing Body. All staff will have clear job descriptions which will outline their roles and responsibilities and how this will be monitored and evaluated. All staff will be accountable to the Head Teacher / Principal.

Members of the Governing Body will have responsibility for overseeing the above areas.

All staff will be performance managed through a clear line management structure and held accountable for the outcome of students in their area of responsibility.

Every staff member will be expected to promote a safe, well ordered and caring learning environment, where high quality education is being delivered to all students. All staff will support students to develop their individual potential for growth, self-worth and self-control through experiencing outstanding teaching, clear and consistent guidance and support.

Where performance of staff is unsatisfactory and is not allowing the school to achieve its principle aims, those staff will be provided with targets and a support plan to improve. This will be reviewed within a specific time period and if performance does not improve then the appropriate capabilities procedures will be initiated.

Partnership Working

The East Birmingham Network is part of the Birmingham family of secondary schools which includes those under Local Authority control and academies (see letters of support from the Head Teachers from East Birmingham Network schools).

There are established partnerships between Solihull Local Authority and East Birmingham Network due to their shared geographical border and the high volume of students (over 1500) with East Birmingham Network post codes attending Solihull secondary schools (see letter of support from Birmingham Local Authority and Solihull Local Authority).

The East Birmingham Network of schools has very positive collaborative arrangements with the Behaviour Support Service of the Local Authority, South Birmingham College (a Grade 1 provider) and a large number of partner primary schools as part of a continuum of provision for students in the area (see letter of support and commitment to supporting delivery from South Birmingham College and Behaviour Support Service).

We recognise that there will be a number of students who have fallen out of education provision due to; permanent exclusion, newly arrived to the city, looked after students, missing from education, involvement in youth offending

EBN Free School Birmingham

team, return from being in custody and other vulnerable students. A number of external agencies who identify these students will work with the EBN Free School in partnership to provide access to the programmes of support necessary. Amongst these agencies will be social services, EWS, health services, youth services, educational psychologists and CAHMS. As part of the ideal of the BIG Society the school will engage with other voluntary organisation.

To support the programmes of study we will involve businesses, local charities, and other third sector organisations which will support our idea of community involvement and preparing students for the world of work.

4.5. Behaviour and Attendance

Note: Please see appended student pen portrait which provide some insight into the profile of the type of student who would be expected to be referred to the EBN Free School.

EBN Free School will be a safe, well ordered and caring learning environment that will deliver high quality education to all its students. We will support them to develop their individual potential for growth, self-worth and self-control through experiencing outstanding teaching, clear and consistent guidance and support.

The academic curriculum will fulfil our principal aim of providing access to a range of accredited qualifications as well as educational and social experiences which will address the learning and emotional needs of our students.

We will support every student to develop their true potential and make a positive contribution to their community as they progress towards adult life.

The EBN Free School's Behaviour and Attendance Policies will include the following:

A) Promoting good behaviour, positive relationships and good attitudes to learning.

Our aim is to encourage all students within the school to:

- Learn to develop an understanding of the ways their behaviour affects other people.
- Learn to respect the reasonable needs, wishes and feelings of others.
- Learn to control and take responsibility for their behaviour.
- Learn to develop a responsible, supportive and caring attitude towards other people.
- Learn to develop a respect for property and for their environment.
- Consider the impact that their behaviour has upon learning.
- Understand that a partnership between home and school exists in order to promote acceptable behaviour in school.

EBN Free School Birmingham

Within the Behaviour Policy clear guidance will be provided on the following areas:

A) Appropriate and Inappropriate Behaviour

To help the young people to achieve these aims, guidance will be given about which behaviours are supportive and helpful and make the school a better place to be and to outline which behaviours are not acceptable.

These will be grouped into four target areas:

- Respect for people
- Respect for property
- Engaging in all curriculum tasks
- Remaining in appropriate curriculum areas

B) Encouraging Appropriate Behaviour

To encourage students to develop an awareness of their own behaviour and its effects on others and to help them develop mature and thoughtful self-control, all staff will use a variety of strategies based on the following beliefs:

- That appropriate and supportive behaviour should always be acknowledged, valued and rewarded.
- That student's self-esteem should be enhanced. This will include developing the social and emotional aspects of every student.
- That inappropriate behaviour will be challenged.

The principle strategy that we will use to value and regard appropriate and supportive behaviour will be a daily points system. Bonus points totalled during each day go towards providing a reward at the end of the day and each term. Rewards will be awarded on a hierarchical basis and each student will be clear on what they have already achieved and what their next targets are. This will be recorded in each students learning passport and be regularly discussed with their personal coaches.

The school will regularly use informal rewards to acknowledge the value of appropriate positive behaviour and these will include:

- Verbal praise from staff
- Certificates
- Praise letters sent home to parents
- Specific individual praise from the staff in assemblies
- Informal rewards – additional bonus points

EBN Free School Birmingham

C) Discouraging Unacceptable Behaviour

Inappropriate behaviour will need to be challenged within an understanding, caring and supportive context, but equally recognise that at times the acting-out behaviours of the students can be extreme enough that the challenge will need to be very structured and very direct.

This would involve students being given an initial warning, however, if the student continued to misbehave they would have to be removed from the learning environment so as not to disrupt the learning of the others. Any student who has to be removed from a lesson would be accompanied to a cool down zone with a personal tutor where they will be taught in isolation.

All staff will be thoroughly trained on positive behaviour management. They will be encouraged to use a range of strategies which are supportive and helpful to the student in enabling them to recognise the gravity of the difficulties that their unacceptable behaviours present in order that they should develop an understanding as to why their behaviour may well be viewed as inappropriate. Strategies in order to achieve this might include:

- Verbal challenge and reprimand from staff.
- Isolation and detention.
- Discussion of incidents with a senior member of staff.
- The recording of the incident on the School Incident Sheets.
- Discussion of the difficulty with individual parents and carers.
- Using behaviour contract.
- Debating bonus points in order to pay for deliberate damage.

D) Serious Incidents

Behaviour of a serious or criminal nature, such as physical assault on another person, major damage to property, or other matters that could be construed as criminal acts, may be reported to outside agencies, including the police.

Behaviours such as those highlighted may also result in students requiring physical intervention. All staff will be trained on how to carry this out in an appropriate manner. This will be underpinned by a clear positive physical intervention policy.

Maintaining High Levels of Attendance

We will endeavour to provide an environment where all students feel valued and welcome.

For a student to reach their full educational achievement a high level of school attendance is essential. We will consistently work towards a goal of 100% attendance for all students. Every opportunity will be used to convey to students and their parents or carers the importance of regular and punctual attendance.

EBN Free School Birmingham

Each year the school will examine its attendance figures and set attendance/absence targets. These will reflect both national and Birmingham attendance targets. The school will review its systems for improving attendance at regular intervals to ensure that it is achieving its set goals.

The school will have an attendance policy which will contain within it the procedures that the school will use to meet its attendance targets. This will include strategies such as:

- Morning registration will take place at the start of school at 9.00am. The registers will remain open for 30 minutes.
- Clear guidance on how the school will respond to first day absence and third day absence.
- Continuing absence will result in letters being sent to families and after 10 days this will be reported to the EWS service.
- In cases where a student begins to develop a pattern of absences, the school will try to resolve the problem with the parent/s/ carers.
- It is important that on return from an absence that all students are made to feel welcome. This should include ensuring that the student is helped to catch up on missed work and brought up to date on any information that has been passed to the other students.
- The school will use opportunities as they arise to remind parents/carers that it is their responsibility to ensure that their children receive their education. The Home/School agreement will be used in this way.
- Holidays during term time will not be allowed. Parents will be reminded of the effect that absence can have on a student's potential achievement.
- The school will use the points system to reward students who have good or improving attendance.

Behaviour and Attendance Policies will be reviewed annually by Governors following consultation with staff, students, parents and carers.

Behaviour and attendance are inextricably linked on impact to each other. In order that high attendance and good behaviour are maintained the schools Anti-Bullying, Teaching and Learning Policy and other statutory policies will be linked to the Behaviour and Attendance policies to ensure compatibility.

Staff will be expected to be good positive role models to all students. Promotion of good behaviour and attendance will be the responsibility of all staff. Everyone will be held accountable. This will be monitored through the line management structure and ultimate via the Head Teacher to the Governing Body. This will be reported to parents/carers annually.

All parents/carers will be provided with a handbook on Code of Conduct. There will also be advice and guidance provided to parents on how inappropriate behaviour is managed. Parents/carers will be given the opportunity to access positive behaviour management classes/parenting classes. In addition all parents will be regularly reminded that good attendance and punctuality is vital if their son or daughter is to achieve the targets set within their learning passport.

EBN Free School Birmingham

Personal tutors will carry out home visits where necessary to support parents and carers of students who are refusing to attend.

4.6 Community Engagement

The school will be one in which strong links will be established with the local and wider community. Our aim is that the school lies at the heart of the community and that the school and the community work together in partnership for the benefit of all. Numerous opportunities will be built in to encourage the community to come into the school and the young people play an active role in the local and wider community. It is important to the EBN Free School that it is viewed in a positive light amongst the community. Every opportunity will be made to ensure that students contribute to the community in a positive manner.

Aims

- Ensure that all parties are aware of the numerous opportunities that have been established for links between school and the community
- Build on and extend the opportunities for the school and the local and wider community to work in Partnership
- Enable the community to feel that they are welcome into our school and that our school will play an active role in the community
- To provide a range of activities and meetings on a wide range of issues where the community comes into school and our school community supports local community activities
- To consult the local community and listen to their views when drawing up specific important documentation relating to the school's role in the community

How

- The East Birmingham Network of secondary schools will form an active and involved partnership with the EBN Free School, sharing resources, facilities and best practice.
- Links will be developed with local businesses in order to provide routes to training and employment and work experience placements.
- In order to enhance the experience of the students we will liaise and access the support of groups such as: amateur and professional sporting partnerships, local arts societies, local emergency services, local community organisations and other professionals.
- Fund raising and charitable events will be organised through the PTA.
- Encouraging students to take a wider view of their place within the global community such as charitable fund raising, links with schools in the Western and developing world.

There are already established links within the network with a series of businesses who play an active role in providing work relating learning opportunities linked to curriculum subjects e.g. Group PLC with their "World of Work Day", HSBC Bank with their Team Building Projects and Wragge and Co with their career mentoring. Others include Chamber of Commerce, local EBP Groups, Princes Trust, Catalyst Theatre, part of Birmingham Playhouse to name a few.

EBN Free School Birmingham

Section 5: Evidence of Demand and Marketing

This proposal is supported by 3 Local Authorities; Birmingham City Council, Solihull and Warwick (see letters of support). Local Authority Officers attend the Network Heads meetings and fully support the application and commit to referring at least 50% of the students to the EBN Free School (see letters).

The East Birmingham Network is one of six networks which are part of Birmingham Local Authority (see map appended). There are 12 secondary schools within this network that provide for over 18,500 11 to 19 year old students. These 12 schools have a long history of collaboration which includes Behaviour and Attendance Partnership, Sharing Panel, collaborative continual professional development, collaborative school evaluation, local area curriculum planning and joint Post-16 provision. Across the East Birmingham Network schools the NEET figures have been as high as 6.07% in comparison to the Birmingham Local Authority average of 3.8% and over 30% of the SEN needs from the city come from the East area.

Table 1 show the comparable data of all the schools within the East Birmingham Network in order to support our argument for the need for an alternative provision free school in this area.

Table 1: East Birmingham Network Schools Relevant Data

School Name	Absence Rate	Persistent Abs	SEN Statements	Sch Action Plus	Pupil Turnover	Top Dep Quintile	5+A*-C (EM)	Expected prog.	Free School Meals
Arch. Illey	7.10%	5.60%	1.00%	4.40%	2.00%	64.90%	53%	57/75	52.90%
Bishop Walsh	6.10%	3.50%	1.40%	1.60%	2.40%	11.00%	76%	83/83	6.50%
Castle Vale	9.10%	8.10%	2.40%	13.50%	7.60%	83%	31%	47/25	40.60%
Cockshut Hill	6.70%	4.90%	2.10%	6.90%	4.10%	69.40%	52%	77/48	24.10%
Fairfax	4.90%	2.50%	3.40%	4.80%	2.80%	12.30%	61%	69/63	10.60%
John Willmott	7.20%	4.90%	2.10%	4.20%	5.30%	24.10%	53%	71/51	20.50%
Ninestiles	8.50%	8.50%	5.40%	5.70%	5.70%	70.10%	64%	90/64	27.00%
Park View	7.60%	4.60%	3.10%	10.10%	5.80%	71.00%	71%	88/93	59%
Sheldon Heath	7.00%	5.90%	2.20%	1.80%	12.60%	91.40%	47%	61/58	39.60%
International	6.60%	4.70%	2.10%	10.60%	28.90%	94.00%	42%	49/54	53.20%
Washwood H.	9.40%	7.10%	1.20%	4.10%	8.30%	93.70%	51%	74/62	43.70%
LA Average	6.80%	4.40%	2.10%	7.10%	6.80%	63.60%	55%	72/64	
Network Average	8.00%	5.50%	2.40%	6.10%	7.80%	79.00%	54%	70/61	34.30%

There are approximately 160 Year 10 and Year 11 students coming from these schools who are currently accessing alternative programmes outside the area.

The quality of this provision is varied and in the best instance attendance is just over 80%, but with many the attendance is on average falling below 50%.

EBN Free School Birmingham

None of the providers used at present achieve any Level 2 qualification with our students and this has contributed to our high NEET figures.

The following tables provide a breakdown of the managed moves between the schools and in year admissions into school through referral panel.

Table 2: Managed Move Data from School to School

Year Group	Successful (January 2010 to May 2011)	Unsuccessful (January 2010 to May 2011)	Referred into AP (Sept 09 to May 10)	Referred into AP (Sept 10 to May 11)
7	4	4	0	0
8	13	9	0	0
9	15	20	25	17
10	10	14	26	58
11	0	0	15	60
Total	42	47	66	135

Table 3: In Year Referrals from Birmingham City Council Admissions and Appeals

Year Group	Successfully Reintegrated	Unsuccessful and needed to be MM into another school	No. of unsuccessful from column 3 that had to be eventually referred to AP
7	0	1	0
8	4	7	0
9	4	19	13
10	4	1	3
11	0	0	0
Total	12	28	16

From these tables we can demonstrate that there are a number of students who are either failing managed moves or needing to be referred onto alternative provision outside the area.

In addition to the students coming from the EBN secondary schools who are in need of alternative provision, there have been over 60 extra KS4 students per year referred to the East Birmingham Network Sharing Panel who have had to be placed to alternative provision.

The network of secondary schools supports the EBN Free School application (see letters from Head Teachers). Minutes of Network Heads meetings document the ongoing concerns and gaps in provision and the demand for the setting up of a bespoke alternative provision within the East Birmingham area.

EBN Free School Birmingham

5.2. Consultation and Equality of Opportunity

The promoters are committed to develop EBN Free School to complement and enhance existing provision serving the communities in the East Network. In view of this we are keen to ensure that all stakeholders are part of this development.

All secondary schools in the area are joint proposers and have been part of the consultation process. Solihull Local Authority Officers have been involved in the writing of EBN Free School application and are fully supportive of this (see letter of support from Solihull LEA).

South Birmingham College have provided their full support for this application both in the development and implementation stages (see letter of support South Birmingham College).

Discussions have taken place with both Birmingham and Solihull Local Authorities who have expressed their support. The Birmingham Behaviour Support services have been consulted and the Head of this service has written a letter expressing her support.

Discussions have also been had with other alternative providers about the need for this sort of provision to be located within the East Birmingham Network and they also support our bid (see letter of support from St Paul's Alternative Provider).

A pilot consultation has already taken place with a group of 12 parents to get a sense of their views on a free school within the East. From this consultation parents have been very supportive (see questionnaire used with pilot group).

In the event that the application is approved by the DfE, a full period of formal consultation will be carried out. A timeline will be produced with specific deadlines for each stage of the consultation. Detailed consultation plans will include open meetings, letters and leaflets. This will ensure that all stakeholders and interested parties will be able to share their views and make a contribution to the development.

The East Area Network is well defined, and through the secondary schools, parents, pupils and other stakeholders will be invited to comment on the proposed free school. A public consultation meeting will be held where more information can be disseminated and views and/or concerns captured.

Other key stakeholders such as local MP's, Ward and Parish Councillors and community groups will be consulted.

During the consultation all stakeholders will be asked specifically if they think the Secretary of State should enter into a Funding Agreement with the EBN Free School. The consultation will take place over a period of 6 weeks and all participants will have access to the outcomes of the consultation via websites and letters.

EBN Free School Birmingham

At the end of the consultation period, the proposers will carefully consider the views before making a final decision as to whether to proceed or modify the proposals.

5.3. Marketing strategy

The school is being developed to meet a need that has been identified by the secondary schools in the East Network and it is already widely recognised that the East Birmingham Network Behaviour and Attendance partnership is making this application.

As students will be admitted through the EBN Sharing Panel in accordance with the EBN Free School admissions policy, it has already been identified that there are an excess of students who would be in need to the EBN Free School.

In the initial stages of opening, it would be anticipated that there will be a mix of referrals of students from the EBN secondary schools and students new to the area to meet the admission criteria. However, it is envisaged that as the school works in partnership with the local schools to improve the behaviour and attendance of students within the school, the volume of referrals would reduce from this avenue thus creating capacity for more admissions of students from other schools or Local Authorities outside the East Birmingham Network.

The relationship between the East Birmingham Network Behaviour and Attendance Partnership and that of Solihull is well established which is why they are in support of this application for this free school.

The following would be used as part of the marketing strategy:

- Development of a school prospectus.
- Development of a school website.
- Use of local media outlets.
- Development of a database of mailing lists to circulate marketing material.

Section 6: Organisational Capacity and Capability

6.1 Capacity and Capability to Set Up and Run a School

All the members, directors/trustees and project manager who are already involved in this proposal have a vast amount of experience in setting up and running schools, academies and alternative provision. Within the directors of the company there is a wealth of experience which covers the following areas:

- Academy Principals
- Mainstream Secondary Head Teachers.
- Retired Head Teachers with mainstream secondary and secondary BESD experience (with prior experience of running alternative provision).
- FE and HE expertise
- Business, Finance and Legal expertise with particular experience in setting up federations, companies and academies.
- National Leaders in Education
- School Improvement Partners.
- Ofsted trained inspector.
- Head Teachers with experience of BSF planning and implementation.

All members, directors/trustees and executive board members will be expected to follow the Seven Principles of Public Life i.e.

- Selflessness
- Integrity
- Objectivity
- Accountability
- Openness
- Honesty
- Leadership

The following outline provides the detail of the experience within this team and the management's structures that will support EBN Free School.

Tier 1: The Members

There are two members of the company who will be accountable for the performance of EBN Free School. They are:

██████████ and ██████████ (see details below)

EBN Free School Birmingham

Tier 2: The Directors / Trustees.

The following are the Directors/ Trustees of the school.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

EBN Free School Birmingham

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

When appointed the Principal designate will also be a company director.

Tier 3: Executive Committee

This will consist of:

- The Project Manager: [REDACTED]
- Principal Designate: (To be appointed)
- Business / Finance Manager: [REDACTED]
- Community Representative: [REDACTED] and [REDACTED].

The executive committee would out-source legal representation and any other specialist services when required.

Tier 4: Leadership Team of the School

The Leadership Team of EBN Free School will consist of the:

- Principal Designate
- Deputy Head Teacher / SENCO (designated Child protection officer)
- Curriculum Leader (English Studies)
- Curriculum Leader (Mathematics)
- Curriculum Leader (ICT and Technology)
- Business / Finance Manager

The East Birmingham Network Behaviour and Attendance partnership have already registered as a Company: Registration number: 07665550.

Governors will be appointed by the members of the company. A skills analysis will identify any skills shortage amongst these Governors and additional

EBN Free School Birmingham

Governors will be co-opted onto the board to address any skills gaps.

Meetings

The Board of Trustees will meet every 6 weeks. We are currently drawing on the network schools' finance and legal expertise at this stage.

No business will be conducted at any meeting unless one-tenth of the total numbers of directors with full voting rights are present. A clerk will be appointed to the Board of Trustees.

Each meeting of the Trustees will consider:

- a report of the financial position of the Free School, including its income and expenditure and financial commitments;
- whether adequate financial monitoring of the Free School's budget and activities is being undertaken;
- progress on any action identified to improve financial arrangements at the academy;
- significant contracts proposed to be entered into by the Free School,
- details of any significant matters affecting the Free School,'s staff;
- details of any significant matters affecting the pupils' welfare or education;
- details of any significant matters affecting the Free School's assets e.g. computers, cars, whiteboards etc;

Once a year are the following will be considered by the Board of Trustees:

- the Free School's goals and how they are being met;
- review of the management structure to ensure it is operating effectively;
- review of the performance of external providers eg colleges, services provided under Service Level Agreements;
- review and approval of the Free School's annual accounts and report of the trustees;
- review and approval of the financial budget for the following year;
- review and approval of the levels of insurance cover for the Free School's assets;
- findings made by the auditors and the auditor's management letter, and any other financial reviews, and consideration of what actions should be taken arising from their recommendations;
- review of the risks to which the Free School is exposed and determination of whether systems are in place to mitigate those risks.

There is a commitment from all the East Birmingham Network schools to allow the free school to access their bursars or financial leads in the initial stages but a bursar will be appointed by Sept 2012.

EBN Free School Birmingham

In addition, the schools who have converted to Academies have also committed their support to all legal matters relating to the free school development plan where necessary. When needed qualified legal advice will be sought.

All Head Teachers have extensive human resources experience and training. When necessary any further expertise will be bought in.

Point of Consideration

The following points will be considered when recruiting or accessing any additional services:

- Sponsorship: any sponsorship will not be tied to membership on the board.
- Gifts can be accepted however this will go through a due diligence process.
- Commissioning services: A tendering process will be carried out to obtain competitive quotes from at least 3 providers when contracts exceed £5000.
- As the EBN Free School develops it is envisaged that other income streams will evolve as trading arms of the school.

Recruitment of appropriate directors will be a priority.

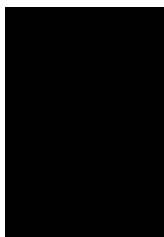
Section 7: Premises

EBN Free School Birmingham

Within the tight deadline for submission of this proposal there has not been enough time to carry out full quantitative surveys of the sites identified. We are therefore making an assumption that when it would come to the development of any potential site that a full quantitative survey would be carried out to analysis any capital need to set up.

However, the local area has been surveyed to identify potential sites that could be developed as the EBN Free School and the following are available sites:

-
-
-
-
-
-
-



Details of our Preferred Site



Shard End, Birmingham.

- This site is located centrally within the East Birmingham area and is accessible by public transport.
- It was previously a secondary school site but currently is part of a special school but has spare capacity.
- This would allow joint access to resources such as site staff, ICT management and possibly school meals.
- It is Birmingham City Council owned premises.
- Has more than adequate capacity to provide provision for the Free schools students with access to specialist facilities and potential for future expansion.

Brief Details of the Other Sites

a) ; Vacant.

- No information available on this site, investigation to be had to Local Authority.

b)

- This is a warehouse accommodation.
- In the middle of the East Birmingham Network geographical area.
- Office accommodation is 828sq ft.
- Warehouse accommodation 3500 sq ft.
- Available to let

EBN Free School Birmingham

c) [REDACTED] Acocks Green

- Office Accommodation.
- Within the East Birmingham Network geographical area and on the number 11 bus route.
- Limited car parking available.
- A disadvantage with the property is that it covers 5 floors.
- Available to let.

d) [REDACTED], Sheldon

- Office accommodation.
- Within East Birmingham Network and on the number 11 bus route.
- Car Parking available
- Carlet throughout.
- Available accommodation over 4 floors.
- Available to let.

e) [REDACTED] Washwood Heath

- Warehouse unit with offices.
- Within East Birmingham Network and on the number 11 bus route.
- Ample car parking available to rear and front.
- 9500 sq ft of accommodation space.
- Available to let at £29, 500 per annum.

Section 8: Initial Costs and Financial Viability

EBN Free School mission is to provide a safe, well ordered and caring learning environment, which will deliver high quality education to all its students. We will support students to develop their individual potential for growth, self-worth and self-control through experiencing outstanding teaching, clear and consistent guidance and support.

The curriculum will provide access to a range of accredited qualifications as well as educational and social experiences, which will address the learning and emotional needs of our students. We will support every student to develop their true potential and make a positive contribution to their community, as they progress towards adult life.

In the development of the EBN Free School we would envisage a 3 phased development process over the next six years:

Phase 1

Within the first 3 years the principle focus will be to develop the school to ensure it delivers the stated outcomes. This will involve recruitment of specialist staff that are skilled in enthusing the most disengaged students with a particular expertise in positive behaviour management.

All students will follow a programme of study which will include English, Mathematics, ICT, PSHEE, Physical Education and a Science subject.

Vocational qualifications will be delivered by accessing the expertise of local colleges or schools. Students will be released one day a week to travel to our Partner colleges or schools.

Our main partner college, South Birmingham College, can deliver a series of options which include Creative and Media, Sport and Leisure, Childcare and Business and Finance, Catering, Public Services and Health and Social Care (see letter of commitment from South Birmingham College).

Gifted and Talented students will be able to access the principle learning from the specialised diploma qualifications which are already established within the network schools e.g. Health Society and Development, Creative and Media, Construction, Engineering and ICT.

A flexible curriculum timetable will accommodate linear courses, short courses, full and/or part-time blocks (block release from mainstream to accessed shared provision) and work based learning.

Phase 2

Between year 3 and year 5 EBN Free School would want to begin to build capacity in delivering vocational qualifications such as Hair and Beauty, Motor Vehicle Studies or Construction.

EBN Free School Birmingham

These subjects in phase 1 would have been outsourced. By developing these specific courses this would allow EBN Free School to begin a trading arm with the local schools. This would not conflict with the vocational courses accessed from South Birmingham College.

This would allow the school to generate some income and reduce the costs of outsourcing provision.

Phase 3

By year 5 or earlier we would expect to have become a Centre for Excellence in working with students with challenging behaviour and engaging them positively in education. We would broker our services to other schools and in doing so generate another income stream. This will include consultancy and outreach work on improving behaviour programmes.

Making EBN Free School Viable and Value for Money

Financial spreadsheet and long-term viability

In completing this financial business plan we have carried out a series of CFR benchmarking and comparative exercises. This has informed all assumptions that we have made in calculating income and expenditure. A detailed summary of all assumptions can be found on the financial spreadsheet 100% occupancy as well as the attached assumptions document.

A. Income

Pupil Number Input and YPLA Grant:

We have made the following assumptions:

- FSM for EBN Free School would be 70%. This was assumed on the basis that the data on FSM for all the local schools is as high as 59% and the FSM from the 4 Pupil Referral Units across Birmingham Local Authority average 70% each year.
- 100% of all students who attend EBN Free School will be School Action or School Action plus. This is assumed because it is part of the referral criteria.
- We have calculated that, in order to deliver the outcomes set in this proposal, there would need to be grant of £11,000 per pupil allocated per year. This has been calculated by looking at the costs of 6 different alternative providers, a Special School and the Pupil Referral Unit (see Table 1). We believe we can deliver a better value for money and a better standard of education to our students.

EBN Free School Birmingham

Table 1: Costs of various alternative provision and qualification achieved by students:

Provider	Cost per pupil per annum	Core and Vocational Qualifications
1	£14,976	Asdan: Youth development Award Health and Safety in the Workplace (L2) Bricklaying, Painting and Decorating, Carpentry (L1) Basic Skills, Numeracy and Literacy (E1-L2) Art and Design (Entry Level)
2	£15, 000	English, Maths, Art and Design (GCSE) Science, ICT, History, Geography, PSHE, D&T (All Entry level)
3	£12, 285	Motor Vehicle Studies (L1) Maths, English, IT (Functional Skills)
4	£10,500	Numeracy, Literacy (E1-L1) Salon Services (E1-L1) Construction Skills(L1) Painting and decorating (L1) Joinery (L1)
5	£13,400	PRU: Eng, Maths, Science, Technology, Art, ICT, PE. Humanities
6	£12,500	PRU: Eng, Maths, Science, Technology, Art, ICT, PE, Humanities

When we average these costs out this has brought us to the figure of £13,110 per pupil per year.

We feel we can deliver for £11,000 per pupil per year and provide a better standard of education and better qualification which will increase the life chances for this cohort of students.

Other Income

Sponsorship

There are a number of businesses located within the East Birmingham Network. These include big companies such as Jaguar, Land Rover, Birmingham International Airport and Fort Dunlop. We have established relationships with these companies and we would approach these companies to support and sponsor EBN Free School.

We have made the assumption that we would be very confident that we would be able to get at least £5000 of sponsorship in year 1 from a combination of these local businesses. We would feel confident that as EBN Free School becomes more established this would be able to be increased in subsequent years.

EBN Free School Birmingham

Lettings

We would expect to ensure we utilised EBN Free School to its full capacity both within school term time and outside. This would include running summer schools, renting premises out to community groups, using premises and catering services for conferences. We are also confident that we would be able to accumulate at least £5000 per annum on such enterprises.

Catering

We have contacted a number of school catering providers and from this information we are working on the assumption that the average cost of buying in catering would be £1.50 per student per day. We would charge £2 per pupil per day to those students not on FSM.

Assuming that all students eat this would bring in additional income of £5,460 in year 1, £9000 in year 2 and £10,530 in year 3.

We would also run a breakfast club for all students at £5 per week. Assuming that all students would attend breakfast club this would bring additional income of £4,400 in year 1, £7400 in year 2 and £8,800 in year 3.

B. Expenditure

Payroll

In order to deliver the objectives of the school, Table 2 outlines how we have calculated the teaching staffing requirement from year 1 to year 3.

Table 2: Calculating teaching staff required at 100% intake

Yr	No of groups (10 students per group)	Total No. of teaching periods (30 sessions a week)	No of sessions covered by college placements	No of session to be covered in house	DH	CL x 3 (22 sessions a week each)	T 27 sessions a week each)	No of FT teachers needed per year
1	5	150	36	114	0	66	48	2
2	8	240	72	168	15	66	87	2 +1.5 Head Teacher cover short fall of 6 periods.
3	9	270	42 *Increased delivery in house = less offsite provision required	228	15	66	147	6

All teaching staff salaries have been calculated using the teacher's pay scales (see table 3 for teachers pay scale) and for support staff we have benchmarked against Birmingham Local Authority pay scales (see table 4).

EBN Free School Birmingham

- **The Principal Designate** has been calculated on the Leadership scale and has been benchmarked against similar Head Teachers pay that would be running a similar school with comparable student numbers. The Head Teacher will be employed between L18 and L21. (Pension is assumed at 14.1% and 9.5% according to benchmarking with other Birmingham Local schools).
- The **Deputy Head Teacher** will be appointed between L11- L14 (£48,024-51,614). This person will be the SENCO and be the designated Child Protection Officer. They will have half a teaching timetable and will support the Principal Designate. The Deputy Head will not be appointed until the second year (pension is assumed at 14.1% and 9.5% according to benchmarking with other Birmingham Local schools).
- The **Curriculum Leaders** (Mathematics, English and ICT) would be appointed on a TLR 2 maximum £6,197. Accounting for movement to the top UPS which is £36,756 we are allocating £42,593 for the Curriculum Leaders. They would teach 22 periods on a 30 period week which will allow them time to carry out their Leadership duties (pension is assumed at 14.1% and 9.5% according to benchmarking with other Birmingham Local schools).
- **Teachers** will be appointed on MPS and the top of this scale is £31,552. We have therefore allocated this figure to cover the costs of teachers. Teachers will teach an average of 25 periods a week on a 30 period week timetable (pension is assumed at 14.1% and 9.5% according to benchmarking with other Birmingham Local schools).
- **Bursar / Finance** We contacted 3 local secondary schools and looked at the TES job website to calculate the cost of £30,000 for employing a full time Bursar to support the development of the school. The Bursar will ensure its financial viability and prepare financial reports for the board of trustees. This person will be responsible for all HR and payroll duties (pension is assumed at 14.1% and 9.5% according to benchmarking with other Birmingham Local schools).
- **Teaching Assistant** We have contacted 3 schools within the network to find out what the pay scale is for Teaching Assistants. We have averaged this out and gone for the middle of the range which was £18,000 so we can get staff of sufficient experience to work in this specialised area. In the first year, 3 teaching assistants will be appointed each having a case load of 15 students. In the second year there will be another TA appointed and the case load per TA will be increased to 18/19 students. In the third year a further TA will bring the total number of TA's to 5, each with a case load of 18 students each (pension is assumed at 16.2% and 8.2% according to benchmarking with other Birmingham Local schools).

EBN Free School Birmingham

- **Administration** We would appoint these on a TTO basis. We have contacted 3 schools within the network to find out what the pay scales, Pension contribution and NI contributions are. There will be one administrator appointed as a Grade 3 at £21,000 FTE and a second part time administrator being appointed in year 2 as a Grade 2 on £15,000 FTE. (Pension is assumed at 16.2% and 8.2% according to benchmarking with other Birmingham Local schools).

Table 3: Leadership Pay Scales, Teachers Pay Scale, SEN points and TLR responsibility point

Leadership Scale point	Annual salary England and Wales excluding London (band D)	Teachers Scale point	Annual salary England and Wales excluding London (band D)	TLRs	Annual responsibility allowance
L6 – L18	42,379 - 56,950	1	21,588	TLR 2 Min	£2,535
L8 – L21	44,525 - 61,288	2	23,295	TLR 2 Max	£6,197
L11 – L24	48,024 - 65,963	3	25,168	TLR 1 Min	£7,323
L14 – L27	51,614 - 70,991	4	27,104	TLR 1 Max	£12,393
L18 – L31	56,950 - 78,298	5	29,240	Special Needs 1	£2,001
L21 – L35	61,288 - 86,365	6	31,552	Special Needs 1	£3,954
L24 – L39	65,963 - 95,213	U1	£34,181		
L28 – L43	72,752 - 105,097	U2	£35,447		
		U3	£36,756		

Table 4: Teaching Assistant Pay Scales: Taken from Birmingham Local Authority pay scales.

Qualification status	Scale	Spinal points	Pay
Unqualified Teaching Assistants	Scale 2	11-13	£12,720-£13335
Qualified Teaching Assistants	Scale 3	14-17	£13,581-14,196
Qualified to NVQ Level 3	Scale 4	18-21	£14,817-£16 515
HLTA or senior practitioner manager	Scale 5	22-25	£16,944- £18582
Degree qualified teaching assistant	Scale 6	26-28	£19,185- £29469

EBN Free School Birmingham

Non Pay

We have carried out a CFR benchmarking exercise to calculate some of the costs placed in the financial spreadsheet. We have also contacted a series of School Business Services organisation and asked them to give us quotes on certain services. Please see attached "Statements of Assumptions" which accompany all non pay items.

Start up Grant

In year 1 we feel it will be necessary to have the following staff in post to ensure we can have all the relevant systems, resources, training.

Sensitivity Analysis

Although we are very confident that we will fill the available places as outlined below, we have done a sensitivity analysis in the event that we have a 10% drop in expected intake for any one year. We would see a drop in number as having a serious affect on income and we would address this as a management issue. This would be addressed by the Principal Designate to improve income and reduce expenditure. A risk register will be maintained and a plan will be in place to mitigate these risks. This plan would include:

- Carrying out a marketing exercise would be done to increase the uptake of student places at EBN Free School and in the EBN services e.g. lettings, consultancy, and conference facilities. Although this may involve some investment we would see this as speculating to accumulate.
- All variables in the non pay expenditure would be reduced by 10%.
- Secure further sponsorship.
- If the issue continued into year 2 we would have to reduce staffing.

To avoid any major redundancy costs, in year 1 we would look to appoint teaching staff as either secondments or temporary full time. We would have terms and conditions within all contracts that gave a 2 month notice period instead of a designated date within each term.

We do not intend to appoint the Deputy Head until year 2 when the numbers of students would have increased to 75 and the need for a more senior staff member will become necessary.

Please see Table 4 for the outline of the required staffing structure if the school was at 90% capacity.

Teaching Assistant / Personal Tutor: Each Teaching Assistant / Personal Tutor will have a case load of 18 students each. If there was a reduction of 10% intake this would mean there would only need to be the following teaching assistants employed.

EBN Free School Birmingham

Year 1 = 40 students = 2.5 teaching assistants (case load would have to increase to 16 students a week with part time TA having a case load of 8)

Year 2 = 67 student = 3.5 TA's (case of load of 19 students each)

Year 3 = 81 students = 4 TA's (case load would have to increase to 20 students a week with one teaching assistant having 21 students)

Table 4: Staffing requirements at 90% capacity

Yr	No of groups (10 students per group)	Total No. of teaching periods (30 sessions a week)	No of sessions covered by college placements	No of session to be covered in house	DH	CL x 3 (22 sessions a week each)	T 27 sessions a week each)	No of FT teachers needed per year
1	4	120	24	96	0	66	30	1 (HT to cover short fall of 5 periods).
2	7	210	48	162	0	66	96	3.5 (HT to cover short fall of 9 periods).
3	8	240	36 *Increase in house= less offsite provision required.	204	15	66	123	4.5 (HT cover short fall of 9 periods).

Accountability

The Board of Trustee members will ensure the safeguarding of public funds - which for this purpose will include all forms of receipts from fees, charges and other sources - and the proper custody of assets which have been publicly funded. They will take appropriate measures to ensure that the body, at all times, conducts its operations as economically, efficiently and effectively as possible, with full regard to the relevant statutory provisions and to relevant guidance in Government Accounting.

Financial accounts will be audited each year and a report provided to the Board of Trustees. An annual budget will be completed which sets out the expected income and expenditure of the academy month by month over the budget period and the board of trustee will have to approve this.

The development planning process will be linked to the financial planning process to ensure that budgets are set to reflect the activity in EBN Free School.

EBN Free School Birmingham

The Board will meet every 6 weeks and consider the following:

- A report of the financial position of EBN Free School, including its income and expenditure and financial commitments;
- Whether adequate financial monitoring of EBN Free School's budget and activities is being undertaken;
- Progress on any action identified to improve financial arrangements at the academy;
- Significant contracts proposed to be entered into by EBN Free School,
- Details of any significant matters affecting the Free School's staff;
- Details of any significant matters affecting the pupils' welfare or education;
- Details of any significant matters affecting EBN Free School's assets e.g. computers, cars, whiteboards etc

Once a year are the following will be considered:

- EBN Free School's goals and how they are being met;
- Review of the management structure to ensure it is operating effectively;
- Review of the performance of external providers eg colleges, services provided under SLAs;
- Review and approval of EBN Free School's annual accounts and report of the trustees;
- Review and approval of the financial budget for the following year;
- Review and approval of the levels of insurance cover for EBN Free School's assets;
- Findings made by the auditors and the auditor's management letter, and any other financial reviews, and consideration of what actions should be taken arising from their recommendations;
- Review of the risks to which EBN Free School is exposed and determination of whether systems are in place to mitigate those risks.

EBN Free School Birmingham

Appendices

1. Map of East Birmingham Network
2. Letter of Support from Birmingham Local Authority
3. Letters of Support form Head Teachers form East Birmingham Network Schools.
4. Letter of support from Solihull Local Authority.
5. Letter of support Birmingham Behaviour Support Services.
6. Letter of support and active commitment to support delivery from South Birmingham College.
7. Pen portrait of category of student who would attend EBN free school.
8. Questionnaire used with pilot parent group.
9. Letter of support from St Paul's Alternative Provider.
10. Statement of Assumptions 100%
11. Statement of Assumptions 90%
12. SENCO Job Description
13. Timetable