



Department
for Education

Free school application form

Mainstream, studio, and 16 to 19
schools

Published: July 2016

Insert the name of your free school(s) below using BLOCK CAPITALS

**ST BEDE'S INTER-CHURCH SCHOOL IN
WATERBEACH**

Application checklist

Task to complete	Yes	No
1. Have you established a company by limited guarantee?	✓	<input type="checkbox"/>
2. Have you provided information on all of the following areas (where applicable)?		
Section A: Applicant details	✓	<input type="checkbox"/>
Section B: Outline of the school	✓	<input type="checkbox"/>
Section C: Education vision	✓	<input type="checkbox"/>
Section D: Education plan	✓	<input type="checkbox"/>
Section E: Evidence of need	✓	<input type="checkbox"/>
Section F: Capacity and capability	✓	<input type="checkbox"/>
Section G: Budget planning and affordability	<input type="checkbox"/>	✓
Section H: Premises	✓	<input type="checkbox"/>
3. Is the information in A4 format, using Arial 12 point font, and includes page numbers?	✓	<input type="checkbox"/>
5. Have you included CVs in the appendices for all relevant individuals in the template provided and in line with the requirements set out in the criteria?	✓	<input type="checkbox"/>
10. Have you sent an email (of no more than 9 MB in size**), titled: Free School Application - School Name: [insert] with all relevant information relating to Sections A to H of your application to: FS.applications@education.gsi.gov.uk before the advertised deadline?	✓	<input type="checkbox"/>
12. Have you sent two hard copies of the application by a guaranteed delivery method such as 'Recorded Signed for' to the address below?	✓	<input type="checkbox"/>
Free Schools Applications Team, Department for Education, 3 rd Floor		

Sanctuary Buildings, Great Smith Street, London, SW1P 3BT		
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Section I of your application	Yes	No
<p>12. Have you sent:</p> <ul style="list-style-type: none"> • a copy of Section A (tab 1 of the Excel template); and • copies of the Section I Personal Information form for each member, director, and principal designate who has not submitted one of these forms within the past 365 days; and • a list of those lead applicants, members, directors, and principals designate who have submitted Section I forms within the past 365 days <p>by emailing scanned copies of Section I forms to due.diligence@education.gsi.gov.uk stating the name of the school in the subject title, including a full list of members, trustees, and the principal designate (if appointed); and a copy of Section A?</p> <p>(See guidance for dates and deadlines)</p>	✓	<input type="checkbox"/>

Declaration

****This must be signed by a company member on behalf of the company/trust****

I confirm that the information provided in this application is correct to the best of my knowledge. I further confirm that if the application is successful the company will operate a free school in accordance with:

- the requirements outlined in the [how to apply to set up a free school guidance](#);
- the funding agreement with the Secretary of State;
- all relevant obligations and requirements that apply to open academies (eg safeguarding, welfare and bullying) – this includes statutory requirements (those that are enshrined in legislation) and non-statutory requirements (those contained in DfE guidance); and
- the School Admissions Code, the School Admissions Appeal Code and the admissions law as it applies to maintained schools. 16 to 19 applicants do not need to follow these codes, but must have admissions arrangements and criteria which are fair, objective and transparent.

I have fully disclosed all financial liabilities and the full extent of each/any debt for which the company, trust or existing school is liable.

I confirm that I am not and have never been barred from regulated activity within the meaning given by the Safeguarding Vulnerable Groups Act 2006. I further declare that all current members and directors of the company have confirmed to me that they are not and have never been so barred, and that if it comes to my attention whilst I am a member or director of the company that I or any other member or director are or have been so barred I will notify the Department for Education. I and all other members and directors of the company understand that the company's free school application may be rejected if a member or director of the company is found to have been barred from regulated activity.

I acknowledge that this application may be rejected should any information be deliberately withheld or misrepresented that is later found to be material in considering the application.

Signed:

Position: [REDACTED]

Print name: [REDACTED]

Date: 24/09/2016

Section C – vision

Section C1 – a credible proposal to deliver a high-quality free school and a clear rationale for establishing it in this area

St Bede’s Inter-Church School Trust is resubmitting an application to open a Free School in Waterbeach, having withdrawn from the application process in June 2016. Our earlier application was withdrawn pending a conclusion to the negotiations between the Catholic Education Service and the Department for Education regarding the 50% cap on admissions by faith to new schools. The admissions cap did not apply to our application, as our proposed school will be 50% Catholic and 50% Anglican and the Church of England no longer include faith as an admission criteria. In an act of solidarity with other Catholic schools, we agreed to withdraw our application until the Department for Education agreed to consult on the admissions cap. Following the announcement in September 2016 of a consultation on educational reforms, Bishop Alan Hopes, the Bishop of East Anglia has given his full support in writing for our application to be resubmitted. The Catholic Education Service acknowledges that St Bede’s Inter-Church School will not be directly affected by a 50% admissions cap and supports our application proceeding whilst the cap remains.

1. Parental demand for a secondary school with a distinctive Christian Ethos

Cambridgeshire currently has just one state-funded faith secondary school - St Bede’s Inter-Church School in Cambridge. Parents who seek a school for their children with a distinctive Christian ethos currently send their children to St Bede’s from across Cambridgeshire and beyond. Nine separate coaches bring students to St Bede’s in Cambridge from as far afield as St Neots, Ely, Huntingdon and Royston; More than half of all students at St Bede’s travel from outside the city of Cambridge.

In 2015, St Bede’s was once again the most heavily over-subscribed school in Cambridgeshire (443 applications for 160 PAN) leading to a record number of appeals (42) to attend. Both the Diocese of East Anglia and the Diocese of Ely have received pressure from parents to increase church secondary school provision within Cambridgeshire.

The proposed Free School would provide another inter-church school, linked to the highly popular and successful St Bede’s Inter-Church School through a multi-academy trust. St Bede’s Inter-Church School is judged by Ofsted to be outstanding in all categories following its inspection in October 2013. Since 2010, students’ attainment has been consistently high with over 70% of children attaining 5 or more A*-C grades at GCSE including English and maths. St Bede’s is very highly regarded in the local community and was congratulated in 2016 by the Minister for Schools for

Section C1 – a credible proposal to deliver a high-quality free school and a clear rationale for establishing it in this area

being among the top 100 schools in the country with the greatest sustained improvement in GCSE performance.

2. Cambridgeshire’s rapidly growing population

Cambridgeshire is one of the fastest growing counties in the UK. New developments are being constructed around the city of Cambridge to accommodate the influx of people attracted by the relative prosperity stimulated by its hi-tech industries. New secondary schools have been built on new developments, such as at Cambourne and Trumpington, although infill housing has led to a significant shortfall in primary school provision which is set to progress to secondary schools by 2018.

Waterbeach is a village some 6 miles to the north of the city of Cambridge and situated within the district of South Cambridgeshire. Waterbeach has been identified for a major housing development within the local plan of September 2015. Waterbeach contains a former army barracks which is scheduled for redevelopment as a brown field site and would be an ideal location for the new school. Waterbeach has a rail station that connects Ely with Cambridge, where many of the students are likely to live, so reducing potential traffic congestion on the roads. St Bede’s Inter-Church would be willing to consider locating a new school elsewhere within Cambridgeshire; we have been in discussion with the Cambridgeshire County Council to consider where best to locate the new school.

3. Poor performance of other Cambridgeshire secondary schools

Over half of all secondary schools within Cambridgeshire are judged by Ofsted to be either inadequate or requiring improvement. The quality of education is especially poor in the areas to the north of Cambridge, where parents have no option of a good or outstanding school. St Bede’s Inter-Church School in Waterbeach would provide a much needed boost to the education offered at secondary level in Cambridgeshire.

Supported by St Bede’s Inter-Church School in Cambridge, an outstanding and highly-respected sponsor, the new free school would be determined to work collaboratively to support other schools and raise standards of education across the county.

Section C1 – a credible proposal to deliver a high-quality free school and a clear rationale for establishing it in this area

4. Vision for St Bede’s Inter-Church School in Waterbeach

Opening in September 2019, the proposed St Bede’s Inter-Church School in Waterbeach would in time accommodate 900 students from Years 7-11 with a PAN of 180 students in each year group.

St Bede’s will have a distinctive Christian ethos supported by joint Roman Catholic and Anglican Foundation within the Dioceses of Ely and East Anglia. The school would be part of a multi-academy trust sponsored by the very successful St Bede’s Inter-Church School in Cambridge.

The curriculum at the new St Bede’s in Waterbeach would follow the model as St Bede’s in Cambridge in being closely linked to the National Curriculum. This broad and balanced curriculum would be extended in both schools by the sharing of teachers and resources to allow for the teaching of a third language, additional sports and a wider range of vocational subjects.

St Bede’s will welcome students seeking a school with a distinctive Christian ethos from both the local area and from across Cambridgeshire. There will be no selection; however, in the event that the school is over-subscribed, 50% of places will be prioritised on the basis of faith.

Data from St Bede’s in Cambridge and from secondary schools local to the proposed site of the new school in Waterbeach suggests that the profile of students will be broadly in line with national figures for prior attainment, ethnicity, EAL and SEND. Due to the relative prosperity of Cambridgeshire, the proportion of disadvantaged families is expected to be below the national average. If the new school were to be located at Alconbury Weald, we would anticipate that students would enter secondary school with slightly lower attainment levels. We would work closely with the new Ermine Street Church Primary School (opening in September 2016) to ensure that all students in Year 7 are ready to access the secondary curriculum. We would employ a primary teacher to work between Years 6 and 7 to accelerate students’ progress.

Visitors to St Bede’s in Cambridge overwhelmingly comment very positively about the strength of relationships between staff and students and between students themselves. Our Christian ethos of both valuing the individual and building community is reinforced through assemblies, tutor time and in our daily interactions with students. Behaviour for learning is a real strength and allows teachers to take risks in their lessons and to make learning fun and memorable for their students. Students are confident learners and actively engage and participate in their learning. Opportunities are offered and accepted readily to promote leadership potential in our students. This learning culture would be transferred to the new school as influential

Section C1 – a credible proposal to deliver a high-quality free school and a clear rationale for establishing it in this area

teaching staff transfer to the new site.

Through the religious designation, support will be provided by local Catholic and Anglican parishes to foster close links with local communities. Mentors, leadership coaches, pastoral and spiritual support workers all provided by local church communities will enhance the provision for students. All staff recruited to the new school will be expected to understand and to be in sympathy with the school's ethos.

Support for St Bede's Inter-Church School to open a free school

In June 2015, St Bede's Inter-Church School in Cambridge was approached by the [REDACTED] to strongly recommend that we submit an application to establish a free school in Cambridgeshire. In discussions that followed between both Dioceses and Dr Coulson, agreement was reached that St Bede's outstanding track record, oversubscription and the on-going support we have provided to improve standards in other local schools places St Bede's as the ideal sponsor. St Bede's is passionate about raising the standards of educational provision within Cambridgeshire and strongly believes that parents deserve more choice in secondary schools both in terms of the quality of provision and the distinctiveness of their ethos.

Since being approved to receive the support of the New Schools Network, St Bede's staff and governors have openly discussed our proposals for our free school and received huge support from Cambridgeshire schools, the backing of the local education authority and encouragement from prospective parents who are desperately seeking to gain a place in an outstanding school for their children.

Plans to develop a Multi-Academy Trust

There is no intention for St Bede's Inter-Church School Trust to become a sponsor of multiple schools nor are there any plans to open schools beyond Cambridgeshire. We are convinced that Cambridgeshire deserves a second St Bede's Inter-Church School by the poor performance of so many of the county's secondary schools and from the strong desire of Cambridgeshire's families for distinctively Christian education. With two 11-16 schools, we would then consider opening a shared sixth form, once the new school is judged outstanding. We support our feeder primary schools, including being an associate of the Kite Teaching School Alliance led by The Spinney Primary School in Cambridge and have do not consider that there is currently a need for us to sponsor primary provision.

Section D – education plan: part 1

	Current number of pupils (if applicable)	2018	2019	2020	2021	2022	2023	2024
Year 7			180	180	180	180	180	180
Year 8				180	180	180	180	180
Year 9					180	180	180	180
Year 10						180	180	180
Year 11							180	180
Totals			180	360	540	720	900	900

Section D – education plan: part 2

D1 – an ambitious and deliverable curriculum plan which is consistent with the vision and pupil intake

Curriculum Model for St Bede's Inter-Church School in Waterbeach					
Subject/Activity	Hours per week				
	Mandatory		Voluntary		
	Year 7	Year 8	Year 9	Year 10	Year 11
English Language & Literature	3	3	3	4	4
Mathematics	3	3	3	4	4
Science	3	3	3	5	5
Triple Science				2	2
History	2	2	2	2	2

Geography	2	2	2	2	2
Religious Education	2	2	2	2	2
French	2	2	2	2	2
German		2	2	2	2
Spanish		2	2	2	2
Design and Technology	2	2			
Textiles			2	2	2
Food Technology			2	2	2
Product Design			2	2	2
Art	2	2	2	2	2
Graphics			2	2	2
Music	2	2	2	2	2
Drama	2	2	2	2	2
Business Studies			2	2	2
Computer Studies			2	2	2
Media Studies			2	2	2
Learning Support	2	2	2	2	2
Tutorial/Assembly/ Collective worship	2.5	2.5	2.5	2.5	2.5
Extracurricular Clubs	4	4	4	4	4

D1 - an ambitious and deliverable curriculum plan which is consistent with the vision and pupil intake

Guiding principles underpinning the curriculum

The curriculum offer is broad and balanced offering a full range of traditional EBACC subjects together with arts, technology and business courses. The curriculum is based upon that currently successfully offered at St Bede's in Cambridge but has been extended with the possibility of employing teachers to work at both schools within the Trust.

Meeting the distinctive needs of students

The design of the curriculum is flexible to meet the needs of the full range of abilities. The most able students can study triple sciences or more than one language. Learning Support will be available for lower ability students studying a reduced curriculum. In Learning Support, certified courses will be offered to students alongside their GCSE courses, such Functional Numeracy and Literacy and Vocational Skills. We would work closely with local primary schools to ensure that students will be ready in Year 7 to access the curriculum.

Delivering the highest aspirations for all students

Since September 2015, St Bede's in Cambridge has operated an assessment system that sets aspirational target grades based upon exceeding the rates of progress expected nationally for students between the ages of 11-16. Students are assessed every term and their current performance is compared to their expected performance based upon the aspirational targets set. If a student is underperforming then this is identified and interventions are set to accelerate progress. Every child will know exactly what they are expected to achieve and whether they are currently on target to meet that expectation. More importantly, every child will be clearly shown what they need to do to improve their performance and will receive help to do so. The highest aspirations will be set for all students regardless of their backgrounds, although some students will receive more support to achieve them. Pupil Premium funding will be spent to secure the highest outcomes for disadvantaged students and the impact of all spending will be analysed to ensure value for money and effectiveness.

Structure of the school day

As a Church School, parents choose to send their children from across Cambridgeshire to attend St Bede's. Longer journey times and reliance on buses restricts the flexibility in the school day, so a 9.00am to 3.30pm main school day length has been adopted at St Bede's in Cambridge. It is planned for St Bede's in Waterbeach to follow the same pattern as a significant proportion of the children will travel from beyond the immediate area to school each day.

From 9.00-9.30am students will attend morning registration and then either assembly

D1 - an ambitious and deliverable curriculum plan which is consistent with the vision and pupil intake

or form time for a daily act of worship and for notices to be given.

All lessons will be 1 hour long with two breaks one of 20 minutes in the morning and one of 40 minutes at lunchtime.

Lesson 1 - 9.30-10.30

Break - 10.30-10.50

Lesson 2 - 10.50-11.50

Lesson 3 - 11.50-12.50

Lunch - 12.50-1.30

Lesson 4 - 1.30-2.30

Lesson 5 - 2.30-3.30

The structure of the school day will be collapsed every half term for either a learning day for Personal, Social, Health, Citizenship Education (PSHCE), or for a Reflection Day offering students the opportunity to engage in depth discussions, to hear visiting speakers or to visit inspiring locations as an enrichment to their regular curriculum.

From Monday to Friday, the school day will be extended from 3.30-5.00pm for clubs, societies and extra-curricular activities. During this time the school library will be open for independent study.

If there is sufficient demand, a late bus will be available for students to be transported home at 5.00pm; this will be more cost effective if it is linked to route from St Bede's in Cambridge.

Efficient and effective staffing to support the curriculum

A faculty structure will be established whereby a head of faculty will lead and manage teachers within their faculty. This represents a cost saving on a departmental model where for example in science there would be separate heads of the biology, chemistry and physics departments or in humanities separate heads of geography and history. In core subject areas with large teaching teams, a second in faculty will be appointed.

As the new school will initially only open with Year 7 students and then grow year on year, the staffing will increase over time. Further cost savings will be made by staff working across both schools in the Trust. Through careful timetabling it will be possible to arrange for staff to work for one or two days in one school and two or three days in the other school.

Although expensive, we will seek to appoint experienced staff in the first year to set the highest standards and to plan for further developments as the school grows.

D1 - an ambitious and deliverable curriculum plan which is consistent with the vision and pupil intake

A rich and vibrant enrichment programme

The enrichment programme will consist of lunchtime clubs and activities every day and afterschool clubs from Monday to Thursday. In addition there will be collapsed timetable days scheduled for each half term to support the Christian ethos and to deliver the PSHCE curriculum.

An Activities' Week will be scheduled for the end of the summer term to allow visits, trips and residential learning to take place without disrupting the curriculum.

The range and diversity of extra-curricular activities will be increased by offering the provision to both schools across the Trust. Support from local churches will be harnessed to lead extra-curricular activities and to promote opportunities for active citizenship service to the community.

Sharing the highest standards across the Trust

To ensure that the highest standards are shared between both schools, the executive headteacher will lead over both. The directors will hold to account both schools and make decisions that are common to both schools within the Trust (see Section F)

Standards of teaching and learning will be supported at both schools through the use of staff training days. Three of the five training days will be common to both schools, allowing for shared training when staff from both schools will meet to jointly plan and to moderate standards of work. Two of the training days will deliberately be scheduled on different days in each school to allow the staff from one school to visit and review the work of the other school whilst it is open. This will take place during the autumn and summer terms so progress since the last review can be assessed.

During the pre-opening and establishment phases of the new school, staff from St Bede's in Cambridge will support the new school by sharing schemes of work, assessment schemes and departmental handbooks. These will not simply be adopted by the new school but reviewed and improved as necessary. Evaluations will then be shared with the staff from Cambridge, promoting a collaborative culture of continuous improvement across the Trust.

Developing the curriculum across two schools

From when permission for the new school is granted, any new staff appointments will be contracted to work at either school in the Trust. Many of the staff at St Bede's in Cambridge also express an interest in working across both schools.

By staff working on both sites, the curriculum faculties will have access to a far broader range of resources, ideas and strategies to improve teaching and learning. It will also be possible to offer a wider range of courses, including Spanish and media studies.

D1 - an ambitious and deliverable curriculum plan which is consistent with the vision and pupil intake

Consistent and effective leadership

The executive headteacher will work across both schools and set the tone and style of leadership where the highest expectations are set and staff held to account but without establishing a blame culture or stifling creativity and innovation.

Leadership Team meetings will be shared regularly across both schools to ensure consistency and to challenge and inspire improvements.

Track record of collaborative leadership

St Bede's in Cambridge has a strong track record of collaborative leadership across different schools. [REDACTED] has served as [REDACTED]

and [REDACTED]

[REDACTED] has also chaired the [REDACTED]

and under his leadership it has established [REDACTED]

[REDACTED]s.

St Bede's is an associate member of two separate teaching school alliances - Anglian Gateway and the Kite and three of its teachers are Specialist Leaders of Education (SLEs) and are deployed to support subject leaders in other schools.

[REDACTED] has been trained as a [REDACTED] to support school leaders raise standards in their schools. (see appendix - CV)

D2 – measuring pupil performance effectively and setting challenging targets

D2 – measuring pupil performance effectively and setting challenging targets

An impressive track record of student progress

The Ofsted Inspection Dashboard 2015, highlighted the following strengths at St Bede's Inter-Church School in Cambridge:

- Overall KS4 value added was significantly above average. (1029.6 for Best 8 Subjects)
- KS4 value added was significantly above average in nearly all (4 out of 5) subject areas.
- Overall KS4 value added was broadly average or above for disadvantaged pupils and those who have special educational needs.
- From each starting point, the proportions of KS4 pupils making and exceeding expected progress in English & in mathematics were above national figures.
- From at least 5 out of every 6 starting points, the proportion of disadvantaged KS4 pupils making and exceeding expected progress in English & in mathematics was similar to that of other pupils nationally.

This pattern has been maintained for at least the last five years, with overall KS4 value added being significantly above national averages and value added being broadly average or above for all groups in the school.

The Minister for Schools, Nick Gibb, wrote on 18th February 2016 to congratulate St Bede's Inter-Church School on the excellent improvement to its GCSE results which places St Bede's among the top 100 schools in the country (see appendices).

Ambitious targets for St Bede's Inter-Church School in Waterbeach

St Bede's Trust with the executive head shall continue to set very ambitious targets for students across the Trust, including for those students studying at Waterbeach. Using a combination of KS2 data, CATS tests taken in Year 7 and teacher assessments, targets will be set for students above the levels of progress that would be expected nationally for KS2-4. Progress against these targets will be systematically monitored across all subjects every term and interventions put in place to arrest any underperformance before it becomes embedded. Targets will be revised upwards for any students who exceed the expected levels of progress towards their targets set in Year 7, as a way of guarding against low aspirations for disadvantaged groups.

St Bede's Inter-Church School's model of assessment

Assessment is a key characteristic of teaching and learning at St Bede's Inter-Church School for the following reasons:

D2 – measuring pupil performance effectively and setting challenging targets

- It informs the planning of lessons to meet the needs of learners,
- It teaches students so they can effectively learn from mistakes and make rapid progress to secure improvements,
- It allows reporting and comparison of rates of progress across the school, within the Trust and with other schools nationally.

A combination of formal and informal assessments through testing and completion of assessed tasks will continue to be scheduled throughout each year group. Robust systems of moderation between teachers will ensure accuracy and maintain common standards. To ensure consistency between teachers, across subjects and throughout both schools in the Trust, a shared set of marking and assessment guidelines will be applied with expectations for high quality feedback to students to accelerate their progress.

Closing achievement gaps between student groups

Nationally, there is an unacceptable gap in performance between students' performance overall and the performance of certain identified groups such as those who are disadvantaged, speak English as an additional language, or children from certain ethnic backgrounds. This achievement gap is already pronounced when students begin St Bede's in Year 7 and we are determined to close the gap to give all students an equal advantage when they leave school.

We will identify all students considered to be at a potential disadvantage so their teachers can provide additional challenge and support to remove any barriers to learning. Among the everyday actions of the class teacher they will be expected to give special consideration to disadvantaged students, including:

- monitoring attendance
- seating plans
- active engagement in learning
- providing resources for learning
- students' roles and responsibilities
- marking students' work
- display of students' work
- catch-up interventions following absence or underachievement
- rewards and sanctions
- contacting parents

D2 – measuring pupil performance effectively and setting challenging targets

- participation in extracurricular activities
- allocating places on trips and visits
- additional advice and support for GCSE options
- attendance at revision classes
- additional advice and support for post-16 options

A designated Pupil Premium Co-ordinator is currently employed at St Bede's in Cambridge and we plan for her to work across both schools in the Trust, once St Bede's in Waterbeach receives its first cohort of students. The role of the co-ordinator is to track performance data for disadvantaged students and highlight where underperformance occurs and to work with subject leaders to devise strategies to remedy this. The co-ordinator has a budget from the pupil premium funding that enables resources to be provided for planned interventions.

Staff from St Bede's volunteered to be trained as Learning Coaches to support disadvantaged students with a focus on raising aspirations and removing perceived barriers to success. Learning coaches also provide feedback to class teachers on any barriers to learning that disadvantaged students are experiencing so that they can be addressed.

The Co-ordinator and Learning Coaches were created as new roles at St Bede's in Cambridge in January 2015 and after their first year of operation, their impact has been evaluated and their practice refined to further develop their effectiveness.

Ensuring a smooth transition from the primary phase

St Bede's in Cambridge admits students from over 60 separate feeder primary schools, often with just one or two children from each school. We are therefore, very experienced at effectively communicating with a wide range of staff, working with a wide range of systems and approaches to transition. We currently admit students to St Bede's in Cambridge from all the possible feeder schools to the proposed new school in Waterbeach and enjoy positive professional working relationships with staff in those schools.

Staff and students from St Bede's in Cambridge regularly visit the main feeder schools to lead assemblies in advance of our Open Evening. Copies of our half-termly newsletters are sent all our feeder schools to increase awareness of St Bede's and families who are interested in sending their children to St Bede's are given scheduled opportunities to visit our school during the school day to meet with staff and students. Once confirmation is received in March of the students who will join Year 7 in the following September, data is requested from the feeder schools. Children with special needs are a priority for discussion and meetings are held between our SENCO and the

D2 – measuring pupil performance effectively and setting challenging targets

SENCOs and class teachers of the primary schools to allow St Bede's to adequately prepare to meet the needs of children joining in September. Transition Days are held in the summer term when Year 6 children spend the day at St Bede's to familiarise themselves with the school. Children with special needs are given the opportunity of an additional transition day ahead of the main transition day to provide extra support.

St Bede's Inter-Church Trust expects to replicate this successful model of primary to secondary school transition used by St Bede's in Cambridge at the new school in Waterbeach. For the first student admissions, we plan to host many of the pre-opening meetings at the Cambridge school to indicate what St Bede's in Waterbeach will be like once it is established.

School-to-school collaboration provides challenge and support

The St Bede's Inter-Church School directors (see Section F) will challenge and hold to account the performance of both schools within the Trust with the support of the executive head who will work across both schools.

Many teaching and support staff will work at both schools (see Section D3), serving to provide consistency in approach across the Trust. Opportunities for collaborative working will be established through the use of shared teacher training days allowing staff from both schools to jointly evaluate and plan. In the Autumn and again in the Summer terms, separate training days will enable staff from one school to review the work of the other school by observing the school in action; visiting lessons, interviewing students and scrutinising students' work.

Schemes of work and programmes of study will be shared across both schools, following joint planning and evaluation. The individual needs and circumstances of both schools and their cohorts of students will vary and require detailed planning to appropriately support learning; therefore, there will be a common framework and shared expectations but with local variations driven by local needs.

Across the Trust there will be accountability for the performance of both schools with staff challenging and supporting to continually raise standards.

Robust and rigorous monitoring for consistently high standards

The executive head and senior leaders at both schools will have access to live data to compare and contrast the performance of students in both Cambridge and Waterbeach. Successes in one school will be set as challenges for the other school to aspire towards with constant analysis of the impact of different interventions to secure improvements. Leaders will be encouraged to work closely with colleagues across the Trust to identify ways to raise standards and to challenge and support each other to continually improve.

D2 – measuring pupil performance effectively and setting challenging targets

High quality professional development for all staff

Opportunities for professional development will increase at St Bede's as staff training will be shared across both schools with a combination of training delivered by staff within the Trust and from external trainers. This will raise the quality of training and provide greater value for money than would otherwise be possible in a single school.

Effective systems for managing staff performance

A clear, robust and consistent system of appraisal will be extended across both schools in the Trust. A well understood management structure with well-defined lines of responsibility will ensure that each member of staff fully understands their accountabilities and the support available for them to meet the highest expectations. Pay increases will be linked to performance with SMART targets set and reviewed throughout the year.

Capability and disciplinary procedures follow the published policy applied across the Trust and will be fairly but robustly applied to ensure that underperformance is effectively and efficiently managed.

Recognising accountability

Detailed, up-to-date and accurate job descriptions, clearly defined management structures, robust and consistent performance management processes and effective team working effectively control the risk of staff not accepting their responsibilities. However, we would seek within the Trust to create a culture where each member of staff is happy to be accountable for their role within an open, trusting and honest working environment. At St Bede's we believe it is vital not to develop a culture of blame in which staff feel compelled to mask mistakes and hide underperformance but instead to be confident to seek help as needed and to share their misgivings with their line managers.

D3 – a staffing structure that will deliver the planned curriculum within the expected income levels

D3 – a staffing structure that will deliver the planned curriculum within the expected income levels					
Role	2019	2020	2021	2022	2023
Executive Headteacher	1	1	1	1	1
Headteacher	0	0	0	1	1
Deputy Headteacher	1	1	1	1	1
Assistant Headteacher	0	1	1	2	2
Heads of Faculty	0	0	0	3	6
Heads of Department	3	3	3	6	6
Head of Lower School	1	1	1	1	1
Head of Upper School	0	0	0	1	1
Form Tutors	6	12	18	24	30
SENCO	1	1	1	1	1
Teaching Assistants	3	5	7	9	9
Chaplain	0.5	0.5	0.5	0.5	0.5
Inclusion Manager	0.5	0.5	0.5	0.5	0.5
Finance Manager	0.5	0.5	0.5	0.5	0.5
HR Manager	0.5	0.5	0.5	0.5	0.5
Site Manager	1	1	1	1	1
Administrators	3	3	3	5	5
Technicians	2	2	4	5	6

D3 – a staffing structure that will deliver the planned curriculum within the expected income levels

The role of Executive Headteacher

The executive head will have overall accountability for the performance of both schools within the Trust and will hold the headteachers of both schools accountable for the performance of their individual schools. The executive head will report to the directors on the performance of the Trust overall and will receive reports from the Local Governing Bodies to present to the directors.

The main role will be to ensure that consistently high standards are maintained at both schools and to ensure close professional relationships are maintained between staff at both schools to provide challenge and support.

The executive head will also represent St Bede's Trust at meetings outside of the Trust, such as at Cambridgeshire Secondary Heads' Association, with both dioceses, Cambridgeshire Local Authority, at Schools' Forum and with the newly formed Cambridgeshire Education Improvement Board. This will enable the heads of both schools to focus on teaching and learning and not become distracted by wider issues.

The executive head will also be responsible for continuing to develop the Christian ethos across the Trust with the challenge and support of the Members.

Increased leadership and management capacity

Secondments to the Senior Leadership Team

In January 2016, two middle leaders were seconded as assistant heads to St Bede's in Cambridge to increase capacity for the senior team to lead and manage the application for the free school in Waterbeach.

Acting Headships during the pre and post opening phases

During the pre-opening phase and throughout the first three years of opening, a deputy headteacher will serve as acting headteacher in each of the two schools. In Cambridge, the acting head will be the [REDACTED] and he has demonstrated that he is very capable of leading the school on a day-to-day basis whilst the executive head is working away from the school. The acting headship in Cambridge will operate with immediate effect once permission for the new school is granted, allowing increased leadership and management capacity during the pre-opening phase. The new deputy head for the Waterbeach site will be appointed 6 months prior to opening to be able to increase leadership and management capacity towards the end of the pre-opening phase and to support the selection and recruitment of new staff for the school ready for opening. The new deputy head at Waterbeach will be acting head during the first three years of the school opening until the appointment of the first headteacher is made. Recruitment of the new deputy at Waterbeach will be advertised in the Times Educational

D3 – a staffing structure that will deliver the planned curriculum within the expected income levels

Supplement and within the school's website in June 2018 (and again in September 2018 if necessary) to start in April 2018, ahead of the school opening in September 2018.

Appointment of a new HR Manager and a new Finance Manager

If permission is granted for the free school to be opened, a new HR Manager and a new Finance Manager will be recruited to work for the Trust. These roles will provide greater capacity for our [REDACTED], [REDACTED], to lead and manage the pre and post opening phases of the new school in relation to finance, resources and staffing.

Within 2 years of opening, our School Business Manager is planning to retire, allowing the new HR and Finance Managers to operate across both schools in the Trust. During the next pre and post opening phases, there will be additional capacity whilst our School Business Manager remains in post to cater for the additional workload created through the opening of a new school. The new post holders will also benefit from a thorough induction to their roles by the School Business Manager.

Quality Assurance for HR and Financial Management

St Bede's Inter-Church School will continue to contract EPM (Education Personnel Management) in Huntingdon for specialist HR and financial advice. This service will provide support for the new Finance and HR Managers appointed to work for the Trust. St Bede's will also arrange an external annual audit of its finances, currently provided by Rawlinson of Peterborough and employ an independent Responsible Officer to quality assure the day-to-day financial procedures and practices at St Bede's and provide reports to the Finance Committee of the Trust.

Shared staff within the Trust

Staff will be shared across both the Cambridge and Waterbeach schools for the following reasons:

1. To allow specialists to support the teaching at Waterbeach during its establishment phase within a reduced budget
2. To promote consistency across both schools by sharing experience and expertise
3. To provide a broader curriculum to be taught than would be possible in a school working in isolation
4. For recruitment and retention of staff by increasing the opportunities for career development
5. To manage possible risks caused by staffing vacancies or from less well

D3 – a staffing structure that will deliver the planned curriculum within the expected income levels

qualified staff by moving colleagues between schools to support, as required.

Establishing a school with experienced staff

To ensure that the highest standards are established from the outset, we will aim to appoint experienced, well-qualified teachers in every curriculum area for when the new school in Waterbeach opens. Depending upon the calibre of the applicants we will determine whether teachers will be appointed with leadership responsibilities. As the school expands, year on year there will be further staffing appointments allowing leadership roles to be filled at different stages. If a curriculum area opens in the new school without an experienced subject leader, teachers will receive coaching, resources and training from the head of faculty for that subject at St Bede's in Cambridge.

St Bede's in Cambridge has a very good track record of appointing very well qualified staff and does not have any current vacancies. Although recruitment of teachers is known to be particularly challenging in Cambridgeshire, St Bede's has been proactive in seeking support from local Teaching School Alliances and Initial Teacher Training Providers.

Recruitment

All staff appointed to St Bede's Inter-Church School Trust once the new school has been approved, will be contracted to work at both the Cambridge and Waterbeach schools and will be directed to where there is a vacancy or to work across both schools if their role is shared.

Until St Bede's in Waterbeach has its full capacity of students, it will be cost effective for staff to work across both sites. Sharing staff will also promote a common ethos and high standards and expectations across the Trust. Some roles will always be shared across both schools, such as the Finance Manager, HR Manager, Chaplain, Executive Head and specialist sports coaches allowing expertise to be delivered cost efficiently.

Training

The Teacher Training Days will be scheduled across both schools to allow for shared staff training. This will promote consistency in approach across the Trust, it will enable efficiencies to be made in resources and raise the level of challenge and support between staff. School-to-school reviews will take place each term, involving staff observing and then delivering feedback to colleagues in the other school on their performance within a culture of seeking continuous improvement. Reports from the school reviews will be shared with governors within the local governing bodies.

D3 – a staffing structure that will deliver the planned curriculum within the expected income levels

A cost effective staffing structure

The establishment of a faculty structure, rather than a departmental structure; a head of upper and lower school, rather than heads of year; seconded middle leaders to the senior leadership team, rather than the appointment of a third assistant head - all serve to produce a cost effective staffing structure without compromising the calibre of staff appointed.

We take care to timetable with staff efficiencies in mind to minimise surplus staffing in the curriculum. Any surplus teaching periods are reclaimed from teachers for coaching students or providing extracurricular lessons, which reduces the need to appoint additional support staff.

We are confident that additional flexibility in staffing will result from having two schools within the Trust as new staff will be contracted to work at both schools.

D4 – the school will be welcoming to pupils of all faiths/world views and none

D4 – the school will be welcoming to pupils of all faiths/world views and none

Promoting British values

Although St Bede's benefits from a wide ethnic diversity within its community, the character of the school does promote and uphold traditional British values.

Being a church school with Church of England and Catholic foundations, it celebrates the Christian holidays that still underpin the culture of modern Britain. Children are taught about harvest, remembrance, Advent, Christmas, Epiphany, Lent, Easter, and Pentecost and understand the significance of these seasons of national commemoration.

Our strong and explicit Christian ethos places great emphasis of teaching and putting into practice our British values of service, tolerance, duty, self-control, care and compassion for the weak and disadvantaged, respect for democracy and the law, kindness and good manners.

St Bede's Inter-Church School is ethnically very diverse but united by Christian faith. Christianity has been most influential in determining British values, through the historic legacy of an established church.

Supporting a cohesive local community

St Bede's has always believed that its buildings should be available for the wider community to use outside of school hours. St Bede's in Cambridge was for many years used as a place of worship for the Cambridge Community Church (C3) before they

D4 – the school will be welcoming to pupils of all faiths/world views and none

constructed their own building in 2015. Various local community groups use the school during evenings and weekends for a wide range of purposes including exercise and sports classes, language schools and for private parties.

Close links with the local Anglican and Catholic parishes exist with clergy and lay workers regularly supporting worship in school, leading extra-curricular clubs and supporting teaching. Major celebrations in the school community are often held at local churches, such as our annual carol service, Advent and Lent Eucharist and Y7 Reflection Day at Ely Cathedral.

St Bede's has a very active PTFA (Parents, Teachers and Friends Association) with a clear intention to build community as well as raise funds for school projects. Fund raising events include barn dances in the school, table-top and car boot sales, quiz nights and charity auctions - all enjoyed by both the school community and the wider local community. Recently a community orchard was planted on the school site by the PTFA using local heritage fruit varieties - a story that made a feature in the local paper!

The Chaplaincy at St Bede's works closely with local churches to support local community initiatives. The school raised funds last year for the local Food Bank and the East Anglian Children's Hospice near Waterbeach. Our students sing carols at Christmas for residents of a local care home. We also support the Besom Project, an active citizenship programme in which some of our students maintain the gardens of local elderly residents.

The Personal, Social, Health and Citizenship Education (PSHCE) curriculum

The PSHCE curriculum is delivered largely through collapsed curriculum days to allow students a longer period of time to consider some of the particular issues that are presented through this course. External organisations are often brought into school to support with the teaching of these topics in fun and memorable ways, such as drama productions, workshops and challenges.

The PSHCE curriculum itself is based upon the model recommended by Cambridgeshire County Council and we receive advice and guidance from them for the planning of this course. A specialist team of teachers plan and organise the PSHCE days which take place every term in school for each year group.

In addition, we have a school nurse from the health authority who is based in school one day each week and who delivers some PSHCE content through tutor time with the support of form tutors.

Delivering Social, Moral, Spiritual and Cultural (SMSC) education

Being a church school, St Bede's is inspected by the Dioceses under a Section 48/SIAMS framework that has been agreed for our inter-church foundation. St Bede's was last inspected in April 2011 and was judged to be outstanding and we shall be

D4 – the school will be welcoming to pupils of all faiths/world views and none

inspected again in 2016-17. A major inspection theme within this framework is SMSC education and we therefore monitor closely to ensure that every opportunity is taken to embed this within the curriculum as well as provide additional opportunities through our extracurricular programme and our tutor programme.

All curriculum areas identify opportunities for delivering SMSC education in their schemes of work and programmes of study. The Head of Religious Studies has provided teacher training at St Bede's in Cambridge to develop these themes within the curriculum. (2013 and again in 2015).

Supporting the Prevent Strategy

The head teacher at St Bede's in Cambridge attended the Home Office's Prevent Training programme in July 2015. This training has now been shared in detail with the senior leadership team and in outline with all other staff (September 2015).

Any concerns that a student may be subject to radicalisation or be expressing extremist views are passed to the [REDACTED]. Concerns such as these are dealt with in a similar way to concerns about child protection and are recorded, monitored and referred to appropriate agencies, as deemed appropriate.

We are very careful to establish the credentials of any visiting speakers and also to agree what messages they will deliver to our students in advance of any contact. We are especially careful when inviting members of religious and political groups to speak with our students to always have a member of our staff present.

Welcoming to students with other faiths and beliefs or none

St Bede's admits children from other faiths and with no faith to join the school; it is only when we are oversubscribed that priority of admission is given to children who are Anglican or Catholic. The same admission criteria will apply to the new school in Waterbeach, but with only 50% of students admitted on the grounds of faith, should the school become oversubscribed.

Although St Bede's is a church school with a distinctive Christian ethos, it is welcoming and accepting of all children regardless of their beliefs. We do not and will never seek to indoctrinate students with any particular religious belief and welcome discussion and debate from different viewpoints. Whilst many of the staff at St Bede's identify as Christian, some staff do not share the beliefs of the school's foundation but recognise the importance of being sympathetic towards Christian views in order to promote a cohesive community.

In a recent meeting with a parent of a student in Year 11 who has studied at St Bede's since Year 7, the school was praised for its inclusive and welcoming attitude towards other beliefs. The parent commended the school for never making her son feel in slightest uncomfortable [REDACTED] and said that she would recommend

D4 – the school will be welcoming to pupils of all faiths/world views and none

the school to [REDACTED]

Distinctive Inter-Church School ethos

St Bede's has a shared Roman Catholic and Anglican foundation with support from both the Dioceses of Ely and East Anglia. Our governing body has representation from both dioceses and the Bishops of Huntingdon and East Anglia serve as Members of the Trust.

Being an inter-church school safeguards against becoming insular and we are careful to use inclusive language and patterns of worship that are accessible to all our students without presuming that they share all beliefs. Our inter-church character leads us to being a very welcoming and tolerant community.

Teaching of established scientific theories such as evolution and climate change

The Roman Catholic and Anglican Churches accept and teach modern scientific theories of evolution and climate change and do not present creationism as a scientific truth. At St Bede's we acknowledge God in our science lessons in terms of awe and wonder at the beauty and complexity of scientific understanding.

In Religious Education lessons, we will acknowledge that some religions, including some Christian denominations will take a literal interpretation of scripture and find it difficult to accept some modern scientific theories. We also teach the views of other faiths that scripture can be interpreted in a more liberal way without conflicting with scientific thinking. We present students with a range of established views and allow them to have their own opinions and beliefs. We are prepared to share the views of the RC and Anglican churches but without compelling anyone to subscribe to them.

Inclusivity and collective worship

We believe that there is value in meeting together as a community every day, either as a whole school, year or form group to consider, think, and reflect and to listen. In worship, children are all invited to engage but not to conform or to believe. Opportunities for stillness, contemplation and inner-searching are rarely available in our busy contemporary world. We would be disappointed if a parent chose to exercise their right to withdraw their son or daughter from collective worship and they would be asked to meet with the executive head to discuss the situation in an attempt to reach a resolution. If after a discussion, the parent remained insistent that their child was not to participate, we would respect that decision and offer for their child to read or study independently during the time of worship. Children are never forced to recite prayers that they do not believe, nor will they be expected to take communion, bow before a cross, icon or statue or any other practice that may confirm a particular religious belief. If children choose not to participate in activities such as these, we would take great care to ensure that they do not feel under obligation or are made to feel uncomfortable

D4 – the school will be welcoming to pupils of all faiths/world views and none in anyway.

Appointment of a chaplain and designation of a chaplaincy space

St Bede's in Cambridge employs a part-time chaplain and this role would be extended to the new school, as the Chaplain would serve both communities. The Chaplain is quite clear that she is there to serve the whole of the school community, staff and students, including those with a different faith or without a faith. The Chaplaincy Space is used for worship and for discussion, counselling and as a quiet room for contemplation; it is planned that a similar space will be established at the Waterbeach site for the use of all members of the community, regardless of their faith.

Section E – evidence of need

This section asks you to evidence that there is a need for the school(s) you are proposing. **All** applicants will need to complete both sections in full for each school they wish to open.

E1 – provide valid evidence that there is a need for this school in the areas

E1 – provide valid evidence that there is a need for this school in the area

A basic need for school places

Forecasted population growth in Cambridgeshire reveals that total number of secondary school places will need to increase by 6,390 between 2015/16 and 2024/25 (Cams. District Level Forecasts – January 2015 base). Over half of the total demand for secondary school places will be located in Cambridge City (1827 secondary school places) and South Cambridgeshire District (1558 secondary school places).

The site of the former barracks at Waterbeach has been designated within the South Cambridgeshire Local Plan (September 2015) to be the largest new housing development in Cambridgeshire with up to 12,000 new homes to be constructed by 2031, with the first houses expected to be constructed in 2020 (Precise building schedule still to be confirmed).

There is currently no land readily available to construct another secondary school within the City of Cambridge.

Waterbeach is connected by rail to Cambridge and Ely, allowing a sustainable transport alternative to road travel to the proposed school.

A need for good or outstanding school provision

Characteristics of expected pupil cohort

Schools nearest to the proposed free school location	Distance from proposed location of free school in miles	Most recent Ofsted rating	% of pupils eligible for Free School Meals ever in last 6 years	% of pupils who speak English as an Additional Language	% of pupils with an EHC Plan	Percentage of pupils making expected levels of progress between KS2 and KS4	Percentage achieving 5+ A*-C GCSEs (or equivalent) including English and maths GCSEs
<p><i>Data collected in February 2016 based upon 2015 Results</i></p> <p><i>(LA and National Data for FSM, EAL and SEND not yet published)</i></p>							

E1 – provide valid evidence that there is a need for this school in the area

Cottenham Village College	3.2	2 in Nov 2015	13.3	5.4	8.7	English: 77 Maths: 84	69
Impington Village College	3.4	2 in May 2012	16.8	18.9	6.1	English: 72 Maths: 74	65
Bottisham Village College	4.5	1 in June 2012	13	3	3.1	English: 76 Maths: 85	71
Soham Village College	7.5	3 in April 2015	15.8	5.8	3	English: 78 Maths: 77	68
Witchford Village College	8	3 in Feb 2015	18.8	3.2	2.7	English: 64 Maths: 60	50
<i>St Bede's Inter-Church School in Cambridge</i>	8	1 in Oct 2013	8.4	16.8	5.2	<i>English: 81 Maths: 85</i>	73
Average figures for St Bede's in Waterbeach			15.4	17.7	4.7		
Cambs. average			9.6 (2014)	8.3 (2014)	7.9 (2014)	English: 74 Maths: 71.9	58.8
National average			15.7 (2014)	14.3 (2014)	7.4 (2014)	English: 72.5 Maths: 68.2	53.8

Over 50% secondary school provision is currently judged by Ofsted to be inadequate or to require improvement within Cambridgeshire (December 2015) and so there is tremendous pressure to provide a good or outstanding alternative to existing schools. The table above highlights the relative poor performance of secondary schools

E1 – provide valid evidence that there is a need for this school in the area

surrounding Waterbeach.

St Bede's Inter-Church School in Waterbeach will admit students from across Cambridgeshire on the basis of providing a distinctive education with a faith character, thus offering an alternative to existing provision (limited to 50% admission by faith when oversubscribed).

St Bede's Inter-church School in Cambridge has a long established reputation of providing outstanding education to Cambridgeshire's children, having been judged as outstanding by Ofsted both in 2011 and 2013. GCSE results have been over 70% 5+A*-C with EM for the last 5 years, placing St Bede's as one of the highest attaining schools in Cambridgeshire and among the top 100 non-selective state schools in England. We aspire for St Bede's in Waterbeach to match or exceed the performance of St Bede's in Cambridge, thus providing a significant improvement on existing educational provision locally (see Section C).

St Bede's Inter-Church School has the capacity to positively influence the standard of education across Cambridgeshire and establishing a new school would increase its impact within the county. St Bede's has developed a strong reputation for supporting other local schools.

St Bede's is a member of the Anglian Gateway Teaching School Alliance and Kite Teaching School Alliance and has accredited Subject Leaders of Education (SLEs) who are regularly called to support other local schools. The Headteacher has been [REDACTED] and has been deployed to support other headteachers within the county. St Bede's has joined three other local secondary schools to review progress as a school-to-school support triad.

Adding to local choice and diversity

Within Cambridgeshire, there are 83 primary schools with a distinctive religious character but only one secondary school, St Bede's. Parents have no choice when it comes to secondary education if they wish to continue for their child to receive a distinctive education from a school with a religious character. A new school within St Bede's Trust would provide an alternative choice for Cambridgeshire families to the local village colleges that lack any distinctive religious character.

St Bede's is the only state funded secondary school in Cambridgeshire with a distinctive religious character and receives applications from students across Cambridgeshire and beyond with 50% of its students coming from within the city of Cambridge and 50% travelling in from outside the city. Over 400 children travel by school bus to St Bede's every day and their parents pay for transport without any subsidy which demonstrates their commitment to such a distinctive education.

E1 – provide valid evidence that there is a need for this school in the area

St Bede's has been heavily oversubscribed for places in Year 7, its main year of intake since 2010. In 2015, St Bede's was once again the most oversubscribed Cambridgeshire secondary school, receiving 443 applications for 160 places - enough to fill both the Cambridge and Waterbeach sites! This led to a record 42 appeals from families for their children to attend.

40% of students who travel over 5 miles to attend St Bede's Inter-Church School live to the north of the city of Cambridge. Locating a new school in Waterbeach would reduce travel times for families who might otherwise choose for their children to commute to the city of Cambridge for their education at St Bede's and provide parents who cannot currently access places at St Bede's in Cambridge with the option of an outstanding secondary school provider offering a distinctive education.

Please tick to confirm that you have provided evidence as annexes:

**E2 – successful engagement with parents and the local community****E2 – successful engagement with parents and the local community**

In October 2015 during an Open Evening for St Bede's, 112 families requested information about the proposed Free School for their children who would start Year 7 in 2019.

St Bede's in Cambridge currently admits children from over 60 separate primary schools (including eight primaries within the proposed local catchment of St Bede's in Waterbeach) and enjoys good relationships with schools across the county. They receive regular updates via our school newsletters which are emailed to schools and many include links to St Bede's website via their own school websites.

We have received six separate emails from parents of children in the Waterbeach area who would be interested in sending their children to the new school but currently would not wish their children to travel the long journey to St Bede's in Cambridge

We plan to host a series of information events for the local community, once the school is approved, to be held at Waterbeach Library, which is located adjacent to Waterbeach Community Primary School. Whilst we had been offered use of the local church buildings, we have decided deliberately to reach families that may not have considered a church school education for their children.

St Bede's has a shared foundation with the Diocese of Ely and the Diocese of East Anglia and enjoys close links with both Church of England and Roman Catholic parishes within Cambridgeshire. Local clergy and parishioners support St Bede's in many ways as governors and in leading activities for students at school. The parishes close to Waterbeach have offered to support the opening of the new school as foundation governors on the local governing body and in support for the school

E2 – successful engagement with parents and the local community

chaplaincy.

In preparing to apply for permission to establish a Free School, the Head at St Bede's has consulted widely with other Heads at neighbouring schools and with the local education authority through face-to-face meetings and through written communication. The wider schools' community has responded positively to the proposal and is keen to work with St Bede's when the new school is established through our existing partnerships as St Bede's Inter-Church School Trust.

St Bede's Inter-Church School has agreed to work Waterbeach Community Primary School to meet with parents of children who would be joining Year 7 in 2019 and discuss what the Free School will offer for local families. [REDACTED]

[REDACTED] has agreed for St Bede's to meet with the parents of pupils in Year 3 in the summer term of 2016 to outline our plans for the new school. Waterbeach does not currently have a secondary school in the village and students need instead to travel 4.5 miles each way to Cottenham Village College. Once the free school application is approved, a series of information evenings will be held for families in Waterbeach to attend to find out more about St Bede's, our vision for the Waterbeach School and to outline the schedule for opening. It will be emphasised that St Bede's in Waterbeach will serve their local community and welcome children regardless of their religious beliefs.

St Bede's Inter-Church School in Waterbeach Website

St Bede's Inter-Church School has commissioned a new website with pages for the Cambridge and Waterbeach sites; this will go live as permission is granted to open the new school. Linked to the website we shall open social media links (Facebook and Twitter Feeds) to update the local community on the development of the new school and to generate an accurate understanding of St Bede's Inter-Church School serving the new housing community.

Section F – capacity and capability

F1 (a) Skills and experience of your team

Name	Where they live (town/city)	Member of core group	Role(s) (pre-opening team, member, trustee, principal designate, local governor once school is open)	Summary of relevant expertise Please refer to the relevant section of the assessment criteria booklet to check what detail you need to give	Available Time (hours per week)
[REDACTED]	[REDACTED]	Yes	[REDACTED]	[REDACTED]	12
[REDACTED]	[REDACTED]	Yes	[REDACTED]	[REDACTED]	8
[REDACTED]	[REDACTED]	Yes	[REDACTED]	[REDACTED]	10

			[REDACTED]	[REDACTED]	
[REDACTED]	[REDACTED]	Yes	[REDACTED]	[REDACTED]	6
[REDACTED]	[REDACTED]	Yes	[REDACTED]	[REDACTED]	4
[REDACTED]	[REDACTED]	No	[REDACTED]	[REDACTED]	5

[REDACTED]	[REDACTED]	No	[REDACTED]	[REDACTED]	4
[REDACTED]	[REDACTED]	No	[REDACTED]	[REDACTED]	4

F1 (a) Skills and experience of your team

Working group of the Governing Body

The members of the current Governing Body at St Bede's in Cambridge recognise that their roles and responsibilities will change to meet the requirements of a new governance structure that effectively meets the needs of a multi-academy trust (see Section F2). If permission is granted for the new school to open, governors have agreed that a working group of the governing body will meet throughout the pre-opening phase to recruit and train governors for positions needed on the local school governing bodies and as directors for the multi-academy trust.

Core skills and experience of the the team

Academy Governance

There are governors at St Bede's Inter-Church School with experience not only from serving at the academy at St Bede's but also through governance in other settings.

[REDACTED]

[REDACTED]

and is able to challenge and advise on leadership and teaching and learning in school.

[REDACTED] and provides effective scrutiny of the school's finances.

[REDACTED] and supports project management in school.

[REDACTED] and offer challenge and advice on our school protocols and systems to ensure they are effective, transparent and compliant with regulations and guidelines.

[REDACTED] with relevant current experience of curriculum design, assessment and reporting.

All the governors listed above have expressed an interest in supporting the pre-opening of the new school and have considerable skills and experience to offer.

Managing School Finances

St Bede's Inter-Church School provides outstanding value for money by delivering student achievement significantly above national averages, whilst being funded within Cambridgeshire; for many years the lowest funded of all education authorities

F1 (a) Skills and experience of your team

- [REDACTED] extension and refurbishment funded by Cambridgeshire County Council, to provide an additional science lab, technology suite and refurbished dining facilities. The architects and building contractors were appointed in 2015, a public consultation took place in 2015 and detailed planning permission is expected to be granted in the spring of 2016. Construction will take place during 2017-18 for completion by September 2018.
- [REDACTED] extension and remodelling to provide a dedicated Performing Arts Theatre funded by St Bede's. Commissioned during the autumn 2015 to be constructed during the summer and autumn of 2016.

The leadership at St Bede's have successfully generated enthusiasm for these projects and maintained a clear focus for the work to be completed within tight schedules, whilst being very careful not to allow the projects to distract in any way from the highest standards of teaching and learning.

Marketing

In 2015, it would have been possible to fill every one of the proposed 360 available places both at St Bede's in Cambridge and Waterbeach through the 443 applications received. However, despite the appeal of St Bede's Inter-Church School to parents, we are not complacent and have plans to actively market the new school through a new website, by social media links and also through face-to-face events in the local area of Waterbeach (see Section E2). This marketing is deliberately targeting local families who may never have considered St Bede's for their children on the basis of it being a church school but who are seeking an outstanding alternative to their current catchment secondary schools (see performance table of local schools in Section C). We are aware that should the new school be oversubscribed, a maximum of 50% places can be offered on faith criteria.

We have commissioned our current website provider, The School Website Company to design and host the new school's website which will go live as soon as we learn whether we have permission to open the new school. To increase our expertise and capacity within the school for social media marketing, we have extended the support of our ICT service through an enhanced service level agreement for 2016. This will provide additional hours of an ICT advice to train our in-house IT staff to make better use of our website's facilities for marketing purposes.

Waterbeach Community Primary School is currently the only primary school in Waterbeach and has expanded in recent years to accommodate population growth within the village. The local plan (see Appendix) has identified the need for new primary schools to be constructed with the development of Waterbeach New Town during the 2020s.

F1 (a) Skills and experience of your team

I have planned with the [REDACTED], to meet with parents of children in Year 3 who currently attend Waterbeach to share our plans for the new secondary school and the much needed facilities it will provide for the local community in the Waterbeach.

Human Resources

We plan to recruit an HR Manager as soon as we are given permission to open the new school. This will provide increased expertise and capacity to support our School Business Manager during the pre-opening phase and the first two years after opening, when many new staff will be appointed.

St Bede's has a service level agreement with Education Personnel Management (EPM) and benefits from HR advice, model policies and guidelines and discounted rates for recruitment. Our intention is to continue with this support across both schools through the pre-opening and immediate post-opening phases.

Safeguarding and Health and Safety

Our Governors' Health and Safety subcommittee has a full complement of governors all of whom have up to date training and have a service level agreement with Cambridgeshire County Council for training and advice.

Governors conduct an annual audit of St Bede's safeguarding policies and practices and inspect the Single Central Record, storage of child protection records, staff safeguarding training records, and conduct interviews with students about their feelings of safety and understanding of how to stay safe.

We fully appreciate the need to replicate the highest standards for safeguarding and health and safety across St Bede's Trust, including safer recruitment procedures, shared understanding of policies and the enhanced training of a designated officer in Child Protection for the new school.

As with so many areas of school life, we are determined that the systems, policies, procedures and practices at both schools will improve as they are reviewed in one school and shared for the benefit of both schools in the Trust.

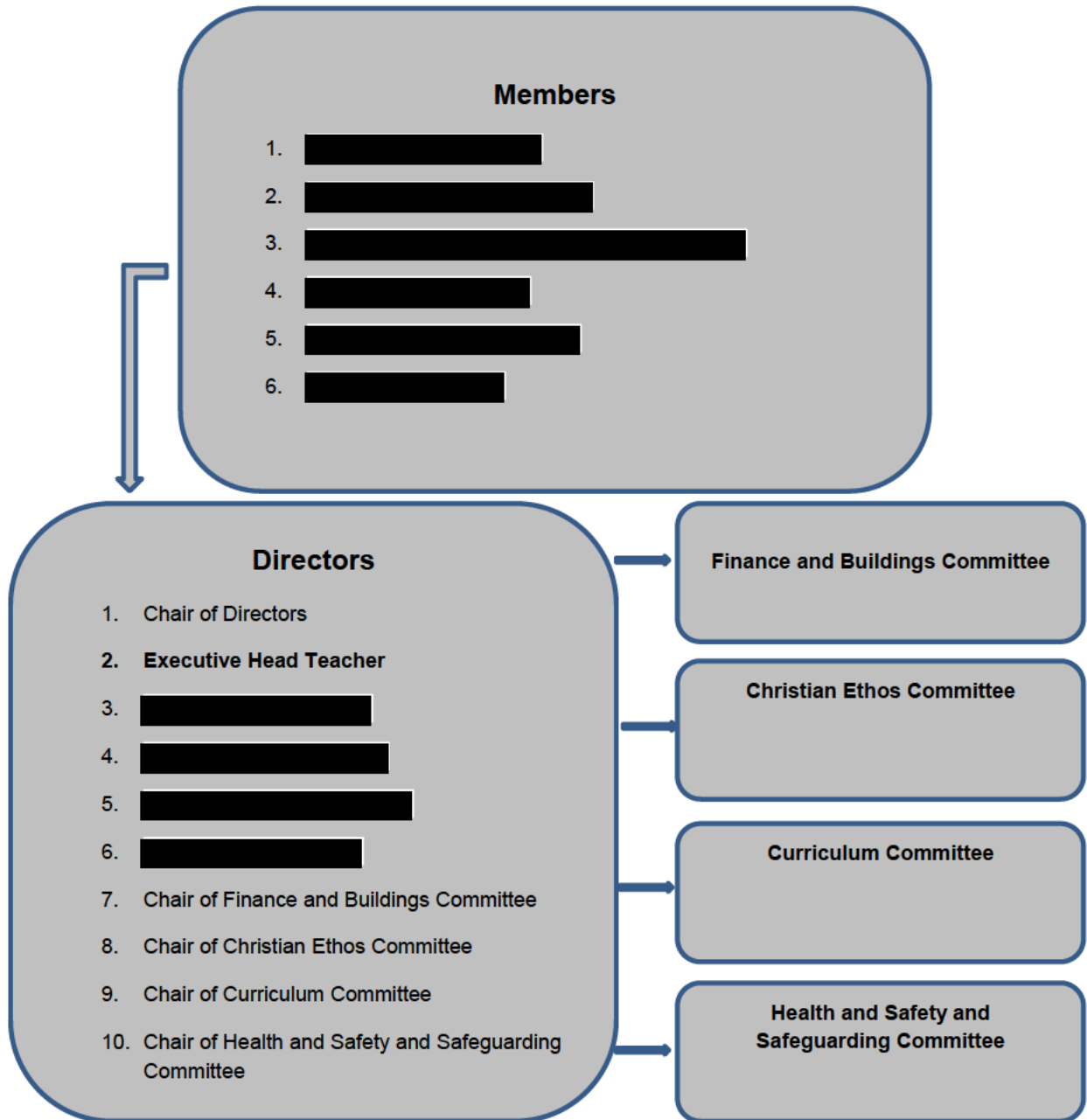
F1 (b) Skills gap analysis

Skills/experience missing	Where is the gap? i.e. pre-opening team, trustees, local governing body	How and when do you plan to fill the gap
Legal expertise in conversion from a stand-alone academy to become a MAT.	Pre-opening team	Ely Diocese have offered to provide support from their own staff in DEMAT and from their legal advisors. Summer term 2016 (once application has been approved)
Construction of a new school building and site.	Pre-opening team	Cambridgeshire LA have already offered to support the identification of a suitable site and to negotiate with the land developer. (Agreed 15/12/2015 and again 12/02/2016)
Marketing the new school to prospective parents.	Pre-opening team	The New Schools Network provided information and suggested strategies (November 2015) and our website developer has agreed to support with web/social media coverage using finances from the New School Network (February 2016)

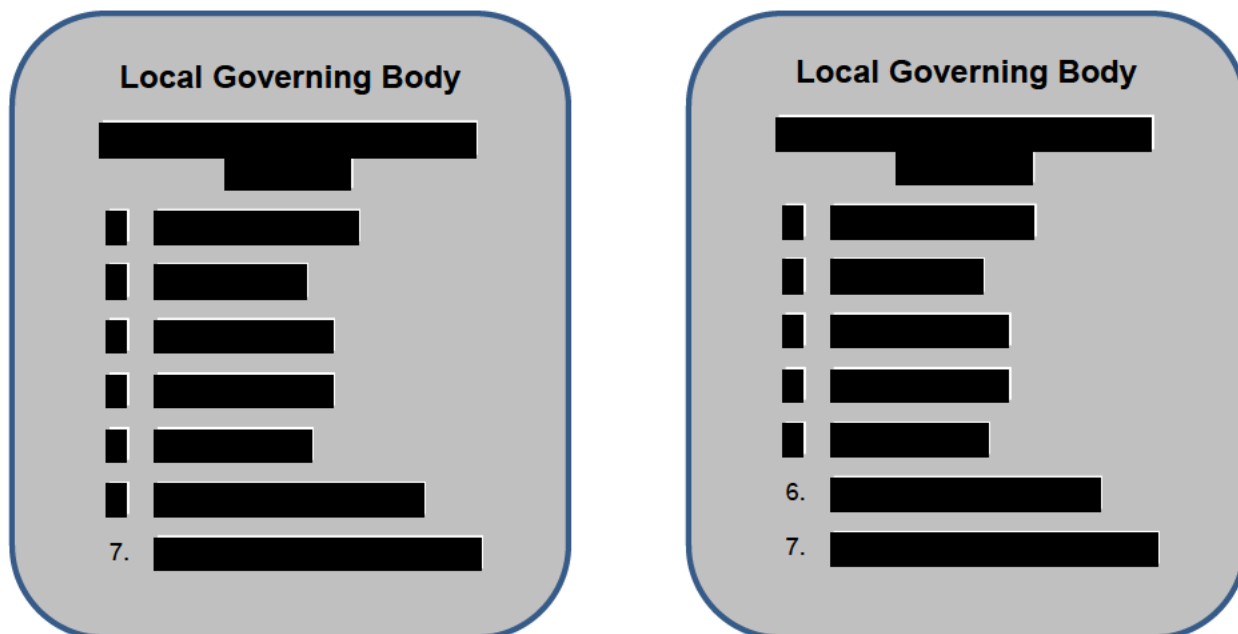
F2 – a governance structure, and roles and responsibilities that will ensure accountability and effective decision making in this academy trust and drive improvement in the new free school

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Governance Structure and Remit



F2 – a governance structure, and roles and responsibilities that will ensure accountability and effective decision making in this academy trust and drive improvement in the new free school



As shown in the diagram, the Members will have oversight of the Trust and appoint the directors who make decisions affecting both schools. Local Governing Bodies will be appointed by the directors and will be concerned with the running of their school at either Cambridge or Waterbeach.

The Local Governing Bodies will meet every half-term (every six weeks) to scrutinise, challenge and support the work of their school and report to the directors who will meet once every term (every 12 weeks) with an overview of both schools in the Trust. The directors in turn will report to the Members who will meet twice each year for an overview of the Trust.

Roles and Responsibilities

Members

The Members agree the strategic direction for the Trust and determine its distinctive Christian ethos representing the Anglican and Roman Catholic Foundation. Members appoint the directors and receive reports every 12 weeks from the directors for scrutiny about the progress of the Trust towards its longer term objectives outlined in the Trust's Improvement Plan. Members will also approve the Trust's budget at their AGM.

Directors

The directors have oversight over both schools in the Trust and are concerned with policies and practices that are shared between them. Directors receive reports every 6 weeks for scrutiny from the Local Governing Bodies and are responsible for appointing governors to each local governing body. The directors will set the strategic direction for

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the Trust in association with the executive head and be responsible for setting the Trust's Development Plan from which the individual school development plans will be formulated.

Committees of the directors

The committees of the directors promote consistency across the Trust in areas that affect both schools. Some of the committees will meet every 12 weeks such as Finance and Buildings or Health and Safety and Safeguarding and report to every full meeting of the directors. Other committees will meet when required such as the Student Disciplinary Committee or the Staff Pay Review Committee and report in turn to the next full meeting of the directors.

Local Governing Bodies

Local Governing Bodies are concerned with maintaining standards in their particular school and include governors linked to curriculum areas to feedback on progress. Regular learning visits to curriculum areas will be recorded in reports presented to the governing bodies to highlight performance and areas for development. The prime focus of the local governing body is to monitor and challenge standards of teaching and learning including tracking the progress of target groups of students to ensure every student fulfils their true potential.

Committees of the Local Governing Bodies

The Local Governing Body serves the role of a committee of the directors for teaching and learning in a single school and as such will not have standing committees but instead governors will be required to visit their school every six weeks for monitoring and then feedback their findings to the governing body.

Executive Headteacher

The executive headteacher will oversee the leadership at both schools within the Trust and will line manage and hold to account the performance of the headteachers at each school (or acting headteachers until the third year after opening).

The executive head will report to the directors and members on the performance of the Trust and be responsible with the directors for setting the Trust Improvement Plan.

The executive head will have responsibility for the budget, curriculum, recruitment, buildings and other strategic planning that impact upon both schools.

Headteachers

The headteachers will be responsible for day-to-day leadership and management of their school with a focus on teaching and learning. Headteachers will report to their school's local governing body.

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Recruitment

Both the Dioceses of East Anglia and Ely will continue to support with the recruitment of foundation governors for the St Bede's Inter-Church School Trust to serve the schools at Cambridge and at Waterbeach. The proximity of both schools to the Universities of Cambridge and Anglia Ruskin provides an excellent base of interested and highly qualified volunteers to provide specialist expertise as governors. Parents will be also be invited to apply to be governors and provide a unique insight into the schools they serve. St Bede's has been very fortunate to be extremely well served by its governors and we do not foresee any difficulty in recruiting governors to the new school at Waterbeach.

Training

St Bede's subscribes to Cambridgeshire County Council's governor training scheme and individual governors are encouraged to take part in training and feedback to other governors. In addition, training for the governing body as a whole takes place every year led both by external trainers, senior leaders from school or from governors with a expertise to share. Training is valued and taken very seriously by governors at St Bede's Inter-Church School and it is planned for this to continue when the new school opens.

Securing accountability and independent challenge

Members

The Members of St Bede's Inter-Church School Trust will include the [REDACTED] [REDACTED] who have experience and expertise in scrutinising the performance of schools from [REDACTED] and will be able to effectively challenge standards at the Trust by comparing with similar schools. Reports will be received from the Trustees and executive head for scrutiny by the Members of the Trust.

Directors

The directors are accountable to and are challenged by the members who meet twice every year to discuss the performance of the Trust. The executive headteacher attends the meetings of the directors and is held accountable by the directors for the Trust's performance. The directors scrutinise the reports from the local governing bodies and their head teachers and with the executive head test the accuracy of data received through monitoring visits to the schools.

Local Governing Bodies

The governing bodies of each school meet every half term to scrutinise the work of their school and to hold the headteacher to account. Link governors conduct learning visits to school and report back to their governing body. Reports from the Local Governing Bodies are in turn scrutinised by the directors.

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Headteacher

The head teachers of each school are accountable to their local governing body and also to the executive head for the day-to-day leadership and management of their schools with a focus on teaching and learning.

Powers of intervention for school improvement

If the executive head or directors believe that standards are not being met in either the Cambridge or Waterbeach schools, they will have the authority to intervene to secure improvements. In the first instance, support will be provided from the other school in the Trust to produce a clear plan for improvement that will be monitored by the head and local governing body. A report on progress will be provided by the head and local governing body for the executive head and directors to evaluate. If progress is not yet secure, further interventions will be made with the executive head and directors directly managing the plan.

The executive head will co-ordinate school-to-school support with other schools outside the Trust through well-established partnerships with Anglian Gateway and Kite Teaching School Alliances, Cambridgeshire Secondary Heads' Association, Cambridgeshire Area Partnership and Diocesan links. The new role of the executive head will prevent the Trust from becoming insular by increasing capacity to create networks for school improvement.

The members will have the power to intervene to improve the performance of the Trust by determining the membership of the directors and the appointment of the executive headteacher. The members have experience and expertise in education beyond the Trust and will be able to determine the effectiveness of the Trust and offer challenge to the directors and executive head.

Conflicts of Interests

Financial transactions

Clear protocols are already in place at St Bede's to set the highest recommended standards for financial probity. Records are maintained to show where agreed financial processes have been followed to avoid any possible corruption and to ensure best value principles are upheld. An independent Responsible Officer scrutinises records and follows trails to confirm practices follow agreed policies. An independent financial audit is conducted each year with a report presented to the directors. This practice will be extended to the proposed new school.

Avoiding conflicts of interests

Each year, all employees and volunteers, including governors at St Bede's are required to declare all possible conflicts of interests. A written signed declaration is filed as a

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record should this ever cause concern. This practice will be extended to the proposed new school.

Managing conflicts of interests

Where a possible conflict of interest is identified, the employee or volunteer must not profit from their association with St Bede's and therefore cannot be involved in decisions that might lead to any personal or professional benefit. Legal advice will always be sought and acted upon whenever there is uncertainty about how to proceed with a potential conflict of interest. Rawlinson, our financial auditors, EPM, our personnel advisory service and Cambridgeshire County Council all provide an advisory service.