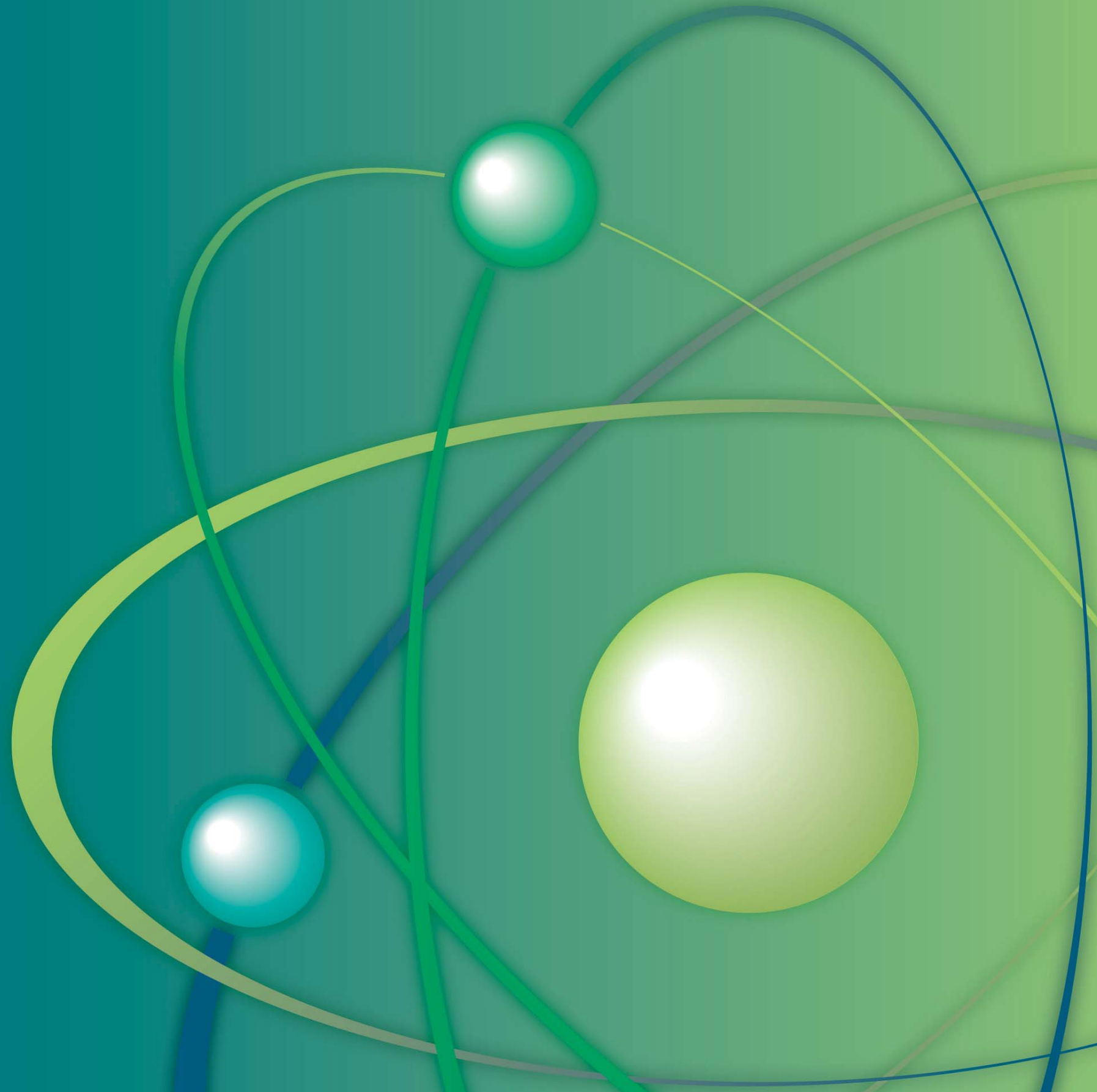


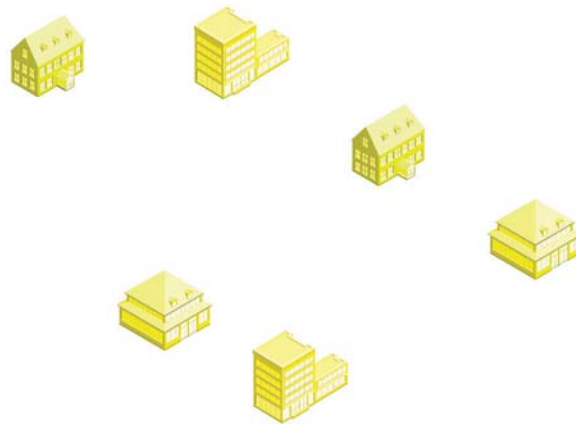
Exploring Models of Leadership Toolkit

8. Case study 4 Hard Federation



There are six schools in a challenging urban area.

HARD FEDERATION 4



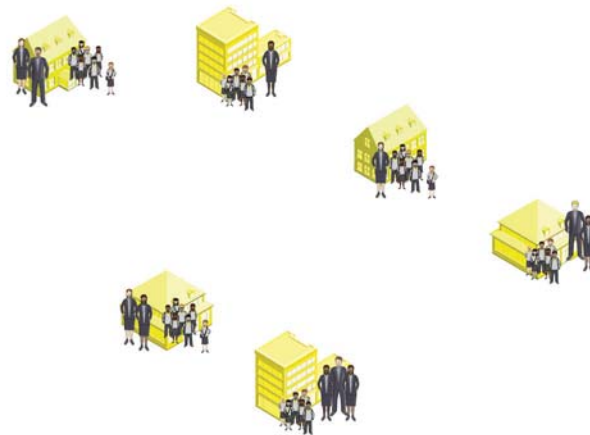
Why are we doing this?
Shared purpose and vision – the drivers behind the partnership



Each has its own student group and leader or leadership team.

HARD FEDERATION

4



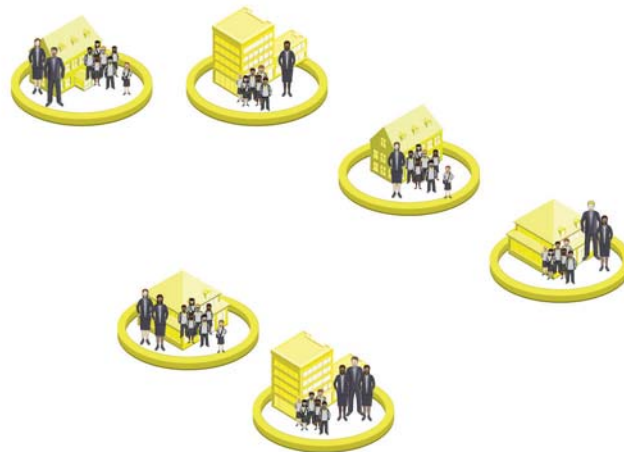
Why are we doing this?

Shared purpose and vision – the drivers behind the partnership



Each has its own governance arrangements.

HARD FEDERATION 4



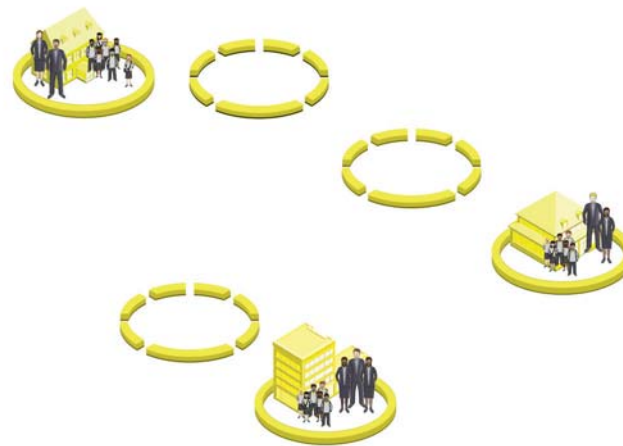
Why are we doing this?
Shared purpose and vision – the drivers behind the partnership



Several of the schools are failing, and consequently some are closed over a period of three years.

HARD FEDERATION

4



Why are we doing this?

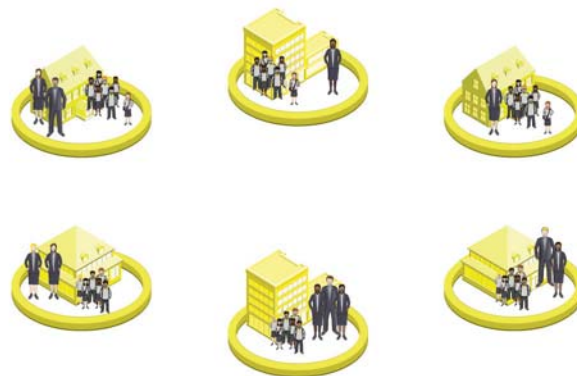
Shared purpose and vision – the drivers behind the partnership



Six new academies open, each with new leadership, governance and provision.

HARD FEDERATION

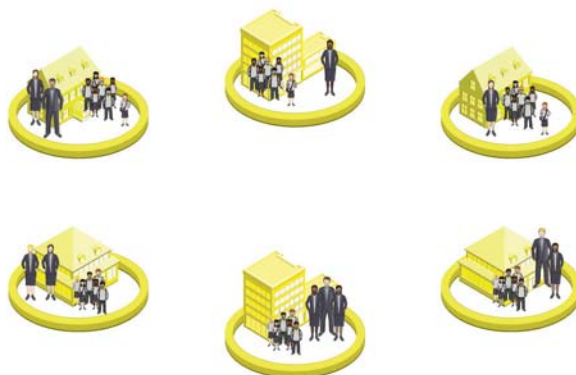
4



Who's in/who's out, and who's close by?
Defining the partnership – the schools and other agencies/organisations



All six are encouraged by their sponsor to restructure as a hard federation.

HARD FEDERATION 4

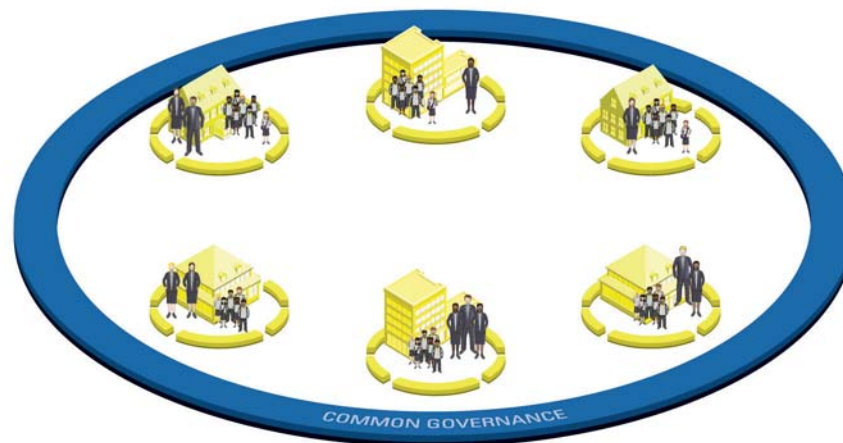
Who's in/who's out, and who's close by?
Defining the partnership – the schools and other agencies/organisations



They create a new structure of common governance.

HARD FEDERATION

4



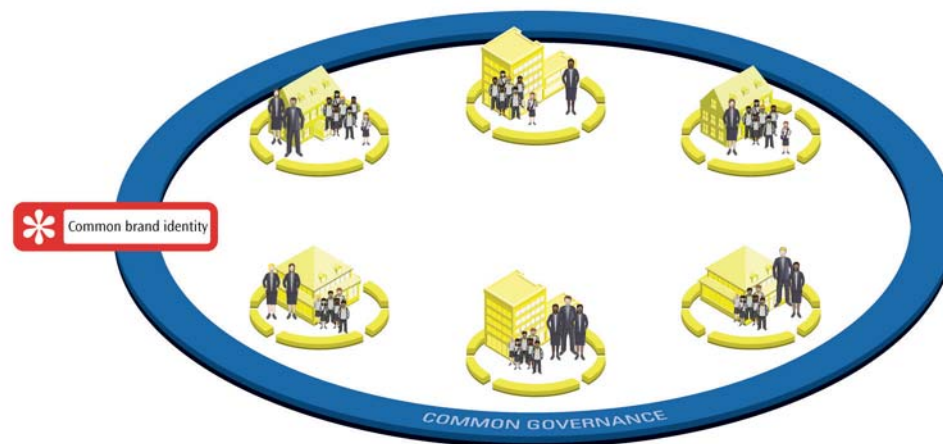
Who keeps their eye on it?
The boundaries and forms of governance – informal or formal



They also begin to develop a common brand identity.

HARD FEDERATION

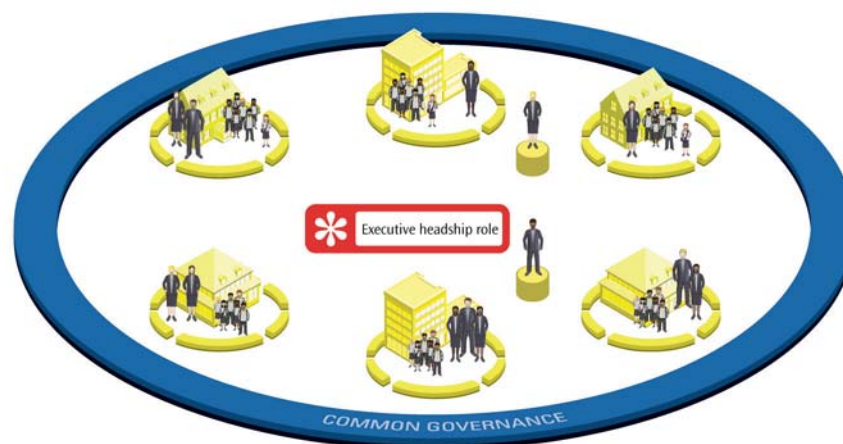
4



Who keeps their eye on it?
The boundaries and forms of governance – informal or formal



Two of the heads step into an executive headship role. Each is responsible for three schools, including their own.

HARD FEDERATION 4

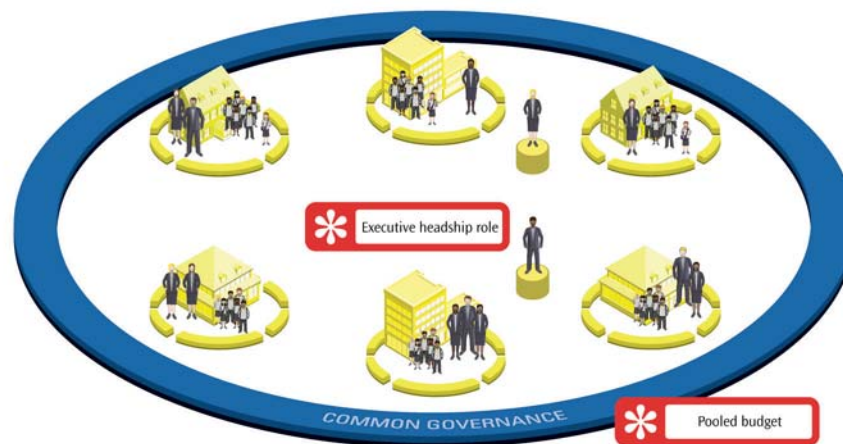
Who's in charge?
The form and location of the leadership – with new roles and responsibilities



The heads agree to pool two per cent of their budget.

HARD FEDERATION

4

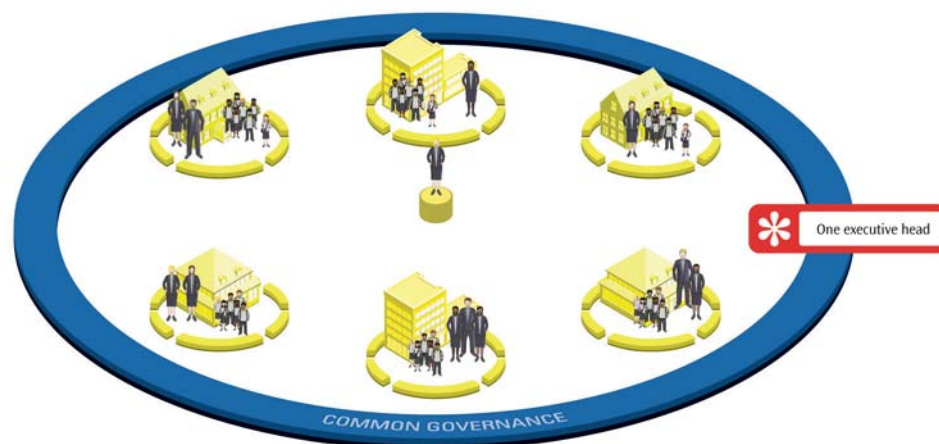


Who's in charge?

The form and location of the leadership – with new roles and responsibilities



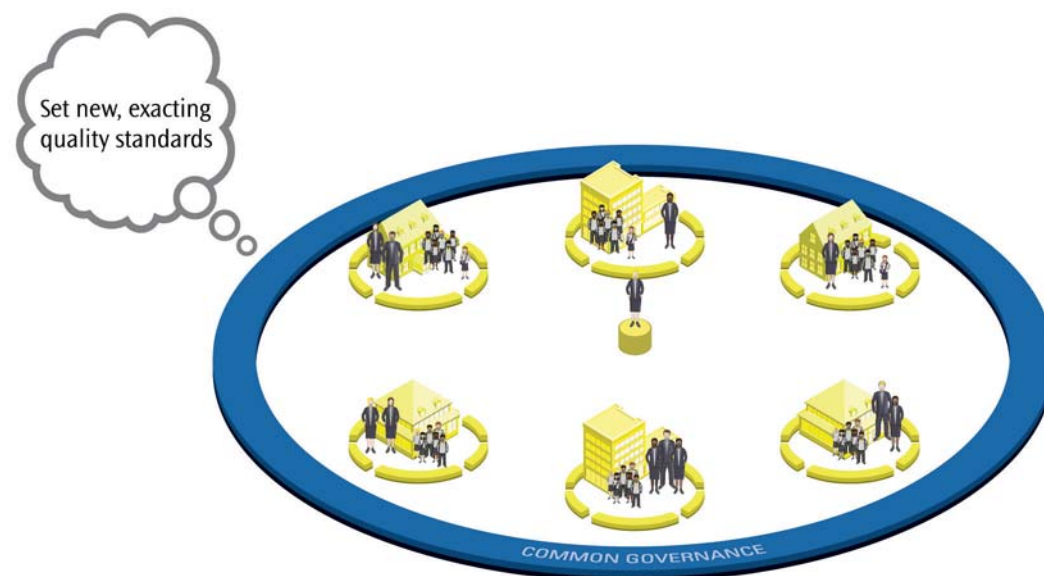
The federation moves to a single executive head with responsibility for all six academies.

HARD FEDERATION 4

Who's in charge?
The form and location of the leadership – with new roles and responsibilities



The new governing body and executive head challenge the academies to meet exacting quality standards.

HARD FEDERATION 4

Who's in charge?
The form and location of the leadership – with new roles and responsibilities



The academies begin to build shared internal functional structures, including those for teaching and learning.

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What will we do together?
The shared provision of curriculum, systems or resources



They build additional joint systems, such as continuing professional development (CPD), data review, newly qualified teacher (NQT) support, post-16 provision and advanced skills training, as well as shared, cross-federation leadership roles for this partnership work.

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Who can we work with now?
New relationships and alliances beyond the partnership

