



Consultation about whether to establish a Federation

The Governing Bodies of the existing St Thomas' Federation and of Princess Frederica CofE Primary School want to hear your views about their proposal to jointly form a Federation, which would be called LifeFull Schools Federation. This document provides more detail about why this is being proposed and how to respond. The consultation ends on Friday 28th February 2025.

What is being proposed?

This consultation is about a proposal to establish a Federation that would involve the following three schools:

- Princess Frederica Church of England Primary School;
- St Clement and St James Church of England Primary School; and
- St Thomas' Church of England Primary School.

Annex 1 provides summary information about the proposed federation, and Annex 2 provides the proposed vision for the federation.

In October 2024 each of these Governing Bodies gave in-principle approval for the federation and approved undertaking this consultation. The responses from this consultation will inform the final decision of each Governing Body.

Why is this being proposed?

Establishing the LifeFull Schools Federation:

1. Reflects the policy of the London Diocesan Board for Schools (which all three schools are supported by) that partnerships which intend to continue for the long-term should be formalised;
2. Formalises the existing partnership, enabling collective, strategic, effective planning;
3. Secures leadership capacity and structures for the schools, improving succession planning;
4. Embeds the financial benefits that have been accrued through partnership, in particular in relation to leadership structures and financial planning / management;
5. Enables governance and leadership to both operate across the federation, improving collaboration and collective responsibility; and
6. Does not preclude future changes, such as schools joining or leaving the federation.

Annex 3 provides further information about why Governors believe that establishing LifeFull Schools Federation is in the best interests of current and future pupils.

What is a Federation?

A federation is two or more local authority maintained schools operating under the governance of a single governing body. Each federated school is treated as an individual school, meaning it:

- keeps its existing DfE category and does not gain, lose, or change its religious character through being part of a federation;
- continues to have its admissions determined by the appropriate admission authority;
- will receive individual budgets; and
- is inspected individually by OFSTED.

St Thomas' and St Clement and St James established the St Thomas' Federation in 2019. That partnership has been successful for pupils and staff at both schools, and created the desire for the partnership to include more schools. Princess Frederica began working in partnership with the St Thomas' Federation in September 2022, including Ms Bouette being Executive Headteacher. The two years of the three schools working together has demonstrated that the schools have a shared vision / culture / ethos, and there are now shared policies and increasingly aligned procedures.

What would the implications be for pupils and their families?

The new federation would have the same ethos and expectations as we have currently for all three schools. The existing federation already has a consistent approach to curriculum, pedagogy and assessment, and has already developed and adopted consistent policies and practices in areas such as behaviour, attendance, and SEND. Staff, pupils, and families at St Thomas' and St Clement and St James are already familiar with these. These approaches are being embedded at Princess Frederica where they are having a positive impact.

Ms Bouette would continue to be the Executive Headteacher of all three schools, with a Head of School for each school.

The current school uniform, timings of the school day, and school term dates at each school would all continue if the federation is formed.

How would the federation be governed?

A new Federation Governing Body would replace the two existing Governing Bodies (which would automatically cease on the date that the federation becomes operational). The Federation Governing Body would be responsible for all three schools. Annex 1 includes the proposed structure of the Federation Governing Body and the process for appointing the governors.

There would also be a Local Schools Forum (LSF) established for each school, which would include an elected parent and a staff member as well as representation from the Parochial Church Council (including the current clergy).

Annex 4 provides more information about the proposed governance arrangements.

How would the federation be led? What are the staffing implications?

Ms Bouette would continue to be the Executive Headteacher, supported by a Head of School for each school.

Staff at each school would remain at that school, with their employment transferred from their current Governing Body to the Federation Governing Body through a TUPE process (Transfer of Undertakings (Protection of Employment) Regulations). TUPE has the effect of transferring an employee's contractual terms and conditions – i.e. salary, allowances, annual leave, working hours etc. There would be no redundancies or financial detriment for any staff as a result of forming the federation.

What could happen in the future?

If the federation wished to grow in the future, it would need to be reformed as a new federation with the new school also admitted. There are mechanisms so that a school can choose to leave a federation, and also for the schools to collectively decide to end the federation and return to having separate Governing Bodies. It is also possible for a local authority or the Governing Body to propose the closure of a school within a federation.

What other options are available?

Other options available to each Governing Body are:

- To continue with the current arrangements whereby Princess Frederica works in partnership with the St Thomas' Federation but is not part of the same federation - this option is not compatible with LDBS guidance that encourages formalisation of partnerships if they are intended to be long-term.
- To end the St Thomas' Federation and each school act as separate schools – this is not considered to be in pupils' best interests due to the educational success of the partnership and the benefits of a federation as outlined in Annex 3.
- Establish a multi-academy trust, or join a multi-academy trust, instead of a federation – establishing a federation does not preclude either forming or collectively joining a multi-academy trust in the future. It formalises the partnership between the schools while remaining local authority maintained schools which is considered appropriate.

Who are we consulting?

We are consulting staff, parents and carers, local authorities, London Diocesan Board for Schools, our Parochial Church Councils and Deaneries, our ward councillors and MPs, trade unions, associated professionals, and other interested parties. Any individual or organisation is welcome to respond to the consultation.

How to have your say

Please have your say on the proposal by:

- Completing the online questionnaire that is available [here](https://forms.office.com/e/ZGUrZxLV65) (<https://forms.office.com/e/ZGUrZxLV65>); or
- Writing to the Executive Headteacher, Ms Bouette, at the address of any of the schools; or
- Completing a paper copy of the questionnaire (available from each school office).

The consultation ends on Friday 28th February 2025.

What happens after the consultation?

All responses to the consultation will be carefully considered by each Governing Body before they each independently make a decision about whether they wish to form the LifeFull Schools Federation.

If both Governing Bodies decide to form the federation, we would notify all staff and parents / carers as well as other organisations as required by the Department for Education. The Federation Governing Body would be established during April / May 2025, alongside the TUPE process for the transfer of staff to the federation, ready for the federation to become operational on 2 June 2025.

If either Governing Body decides not to form the federation, each Governing Body would need to decide whether to continue with the partnership given the decision not to formalise it.

Annex 1: Summary information regarding the proposed federation

The following table summarises key information about the proposed federation.

Proposed name of the federation	LifeFull Schools
Schools proposed to be within the federation	<ul style="list-style-type: none"> ● Princess Frederica Church of England Primary School; ● St Clement and St James Church of England Primary School; and ● St Thomas' Church of England Primary School.
Proposed date for the federation to become operational	Monday 2 nd June 2025
Proposed composition of the Federation Governing Body	<ul style="list-style-type: none"> ● The Executive Headteacher (who is the legal Headteacher of each school proposing the federation); ● Two parent governors elected by parents from across all the schools; ● One staff governor elected by staff from across all the schools; ● One governor nominated by the local authority; ● Eight foundation governors: <ul style="list-style-type: none"> ○ 2 appointed by LDBS; ○ 3 appointed by Brent Deanery Synod; and ○ 3 appointed by Kensington Deanery Synod ● One co-opted Governor ● Total number of Governors: 14 <p>Each Deanery is encouraged to appoint at least one lay individual based upon skill sets from the parishes.</p>
Employer of staff	All employees of the current two Governing Bodies who would be employed on the date that the federation becomes operational would transfer their employment to the Federation Governing Body through a process governed by the TUPE regulations. All staff employed after the federation is operational would be employed by the Federation Governing Body.
Admissions authority	The Federation Governing Body would become the admissions authority for each of the schools within the federation (this role is currently held by each Governing Body).

Annex 2: Proposed vision for the LifeFull Schools Federation

John 10:10

"I have come that they may have life, and have it to the full"

This is why we exist...

We are...

"I have come that they may have life, and have it to the full"

We are...



**LifeFull
Schools**



Helping everyone to experience life in all its fullness,
by learning to serve our community locally and globally.

Our aim

We welcome children and their families to our school without discrimination. We strive to continually build a community in which there is equity and equality for all. A community in which everyone shows respect and understanding towards each other. By doing this, we improve the quality of all our lives. At our schools we support pupils to be proud of their unique identities and to reach for the highest level of personal achievement and wellbeing. Our schools are spaces where our whole community will be supported to grow, learn and flourish.

Annex 3: Why establishing the Life Full Schools Federation is in the best interests of current and future pupils

- **How does being part of a federation help a school be successful?**

- Strong partnerships such as ours have a larger number of staff working for them than individual schools. This means that there are more high quality people (curriculum teams) to write and continue to review our curriculum so that it remains of the highest quality. It also ensures that our Year Group teachers have colleagues across the partnership teaching the same year group who they can collaborate with.
- All of the curriculum planning is developed across the partnership, which both improves its quality (as more people are involved) and reduces workload for individual teachers significantly.
- Collaborative working reduces workload and grows expertise in the leadership roles, such as Early Years / Foundation Stage, Special Educational Needs and / or Disabilities (SEND), phonics, and Y6 through shared working across the schools. This helps retain and develop staff.
- Schools in partnerships are attractive to ambitious staff, who are looking for organisations who can provide them with coaching and mentoring and the ability to develop.
- Leaders of the future want to work in schools within a partnership because they are well supported with the challenges that leadership brings and are not alone.
- Schools in a partnership maintain their highly effective culture when a leader moves on because we are able to 'grow' our own leaders for the future. These people absolutely understand how the best schools operate and have had a long apprenticeship within our organisation. When these 'home grown' staff are appointed to senior leadership roles, children, staff and parents feel confident that the school will continue to excel.

The partnership has more capacity, expertise, and sustainability than individual schools. This enables us to be more effective. The greater scale also allows us to offer more opportunities for staff development and progression, so helping us retain staff and also be attractive to new staff if we need to recruit.

Annex 4: Governance of LifeFull Schools Federation

Federation Governing Body

On the date that the federation becomes operational, the existing Governing Body of St Thomas' Federation and of Princess Frederica would automatically cease and the federation Governing Body would be incorporated.

The composition of a federation Governing Body must comply with DfE regulations. The following is the proposed composition of the federation Governing Body:

- The Executive Headteacher (who is the legal Headteacher of each school within the federation);
- Two parent governors elected by parents from across all the schools;
- One staff governor elected by staff from across all the schools;
- One governor nominated by the local authority; and
- Eight foundation governors:
 - 2 appointed by LDBS;
 - 3 appointed by Brent Deanery Synod; and
 - 3 appointed by Kensington Deanery Synod
- One co-opted governor
- Total number of Governors: 14

Each Deanery would be encouraged to appoint at least one lay individual based upon skill sets from the parishes.

Terms of office for all Governors would be four years, with the exception of the Executive Headteacher who would be ex-officio.

This structure would be established in a new Instrument of Government.

The Federation Governing Body would be established as a new Governing Body. There is no 'right of transfer' from the existing Governing Bodies. Therefore for the Federation Governing Body:

- The Executive Headteacher would be an ex-officio Governor (Sarah Bouette);
- Nominations would be sought for the parent and staff governor roles from the communities of the schools forming the federation, with elections held if required (NB As is currently the case, parent and staff governors do not represent parents or staff, they do bring the perspective of a parent or of a member of staff to the GB);
- The local authority/ies would propose the local authority governor (who would be appointed by the Federation Governing Body); and
- The foundation bodies would each appoint their governors.

The Federation Governing Body would have the same legal responsibilities as each current Governing Body, but for all schools within the federation. The focus when seeking Governors (whether for foundation appointments or via parent or staff nomination) would be to secure individuals with the capacity to undertake the role, a commitment to the federation as a whole and all of the children that it serves, and for the Governing Body collectively to have an appropriate breadth of skills and experience.

There would be a Link Governor for each school, who would be a foundation governor. The link governor would sit on the Local Schools Forum (LSF) for the school.

Local School Forum

A Local School Forum (LSF) would be established for each school. The composition of each Local School Forum would be:

- One elected parent;
- One elected member of staff;
- Three or four Foundation appointments

- o The Link Governor from the Federation Governing Body (who would be a foundation governor);
- o The Parish Clergy (ex-officio)
- o 1 appointed by the PCC. Where a school serves two PCCs, each PCC would be able to appoint an LSF member.

The remit of the Local Schools Forum would be to:

1. Champion and foster the Federation's mission and principles in the school;
2. Consider feedback from the school community (pupils, parents and staff in particular);
3. Engage in the development of federation policy, procedure and practice in partnership with other LSFs and the Federation Governing Body;
4. Communicate its advice and recommendations to the Federation Governing Body termly through verbal reports from the LINK Governor;
5. Raise a Formal Concern with the Federation Governing Body if necessary.

The Link Governor would undertake the statutory safeguarding and SEND checks at the school on behalf of the Federation Governing Body.

The remit provides the ability for the LSF to be accountable to the Federation Governing Body while also being able to make recommendations and, if necessary, raise a Formal Concern that the Federation Governing Body must respond to.

In addition:

- Regular meetings with the school linked parish clergy would continue; and
- Partnership with parents would continue in the usual way, including through information sessions, reporting to parents, parent questionnaires and feedback, and through the Parent Staff Association activity (PSA).