



Governing Body
Trafalgar Junior School
Elmsleigh Road
Twickenham
TW2 5EG

Governing Body
Trafalgar Infant School
Gothic Road
Twickenham
TW2 5EH

8th June 2017

Dear Sir/Madam,

We would like to share with you the proposal for a federation between Trafalgar Infant School and Trafalgar Junior School to be called the Trafalgar Schools Partnership.

Both governing bodies have discussed this at length and believe this is not only an exciting opportunity with many benefits but also good for the long-term sustainability of both schools

We are now opening up a six-week consultation period for comments and questions. The attached document outlines what a federation is, the benefits of working more closely together and hopefully answers some questions that you may have.

The paper contains details of how to submit your comments and alongside this we will be hosting a Consultation Evening in the School Dining Hall, Gothic Road, Twickenham on 4th July from 7-8 pm. Governors will be there to answer any questions you may have, and to gather any feedback on the proposal.

We look forward to hearing your comments by 20th July 2017 by either:

- Handing it in to either school addressed to the Chair of Governors
- Posting to either:
Chair of Governors, Trafalgar Infant School, Gothic Rd, Twickenham TW2 5EH; or
Chair of Governors, Trafalgar Junior School, Elmsleigh Rd, Twickenham TW2 5EG;
- Emailing your comments or queries to governors@trafalgar-jun.richmond.sch.uk or governors@trafalgar-inf.richmond.sch.uk
- Attending the consultation meeting

Yours sincerely

Simon Bradley
Chair of Governors
Trafalgar Infant School

Dean Rogers
Chair of Governors
Trafalgar Junior School



**Proposal for the federation between
Trafalgar Infant School
and
Trafalgar Junior School**

**to be called
Trafalgar Schools Partnership**

July 2017

Introduction

The purpose of this document is to present a proposal for a federation between Trafalgar Infant School and Trafalgar Junior School to be called: Trafalgar Schools Partnership. The vision and benefits are set out together with an explanation of the process and the proposed time scales.

In April 2017, the head of Trafalgar Junior School, Zoe Griffiths, tendered her resignation from her role, and will be leaving the school at the end of the 2017 summer term. The Governors of both schools took the opportunity to look at all the options available to them which are:

- No change - continue in the present arrangement and advertise for a new Headteacher.
- Convert to an Academy – move to a multi-academy trust where there is one budget and one Ofsted reference but this system cannot be undone.
- Amalgamation – join as a single Primary School.
- Federation – look to join the schools in a federation with an Executive Headteacher running both schools but independent identities, budgets and Ofsted inspections. This option is not binding and the schools can de-federate; or be open to either amalgamation or converting to an academy in the future.

The Governors believe that a federated approach would be advantageous to all. The Infant School is a feeder school to Trafalgar Junior School, and the schools are already in what might be considered a soft federation with successfully shared premises and other policies, a joint PTA, significant transition arrangements, and many shared activities and partnerships, not least a shared PFI contract.

What is a Federation?

A federation is a group of schools with a formal (i.e. written) and legal agreement to work together to raise standards, promote inclusion, find new ways of teaching and learning and build capacity between schools within a structured framework.

The ability of two schools to federate is provided for by Section 24 of the Education Act 2002, and the School Governance (Federations) (England) Regulations 2012 (SI 2012 No 1035) (“the Federation Regulations”) provide that the governing bodies of at least two schools may federate under their procedures.

A federation is so called because it sits at the hard end of a spectrum of collaborative arrangements. What distinguishes a federation from other types of collaboration is that it has a single, formally re-constituted governing body. Both schools continue to receive separate budgets and continue to be monitored separately by Ofsted.

Unlike an ‘amalgamation’ where two schools amalgamating would become a single school, schools in federations continue to be individual schools and admission to each school continues to be determined by the appropriate admission authority. In the case

of Trafalgar Infant School and Trafalgar Junior School, this is the London Borough of Richmond upon Thames, as both are community schools.

Both governing bodies are keen to demonstrate to parents, pupils and staff, as well as the local community that Trafalgar Infant School and Trafalgar Junior School want to work in partnership to create an enhanced learning environment for all of their pupils to achieve the highest levels of learning. The current leadership of both schools believe it is the best interest of the schools for these changes to take place from September 2017.

Vision for the partnership

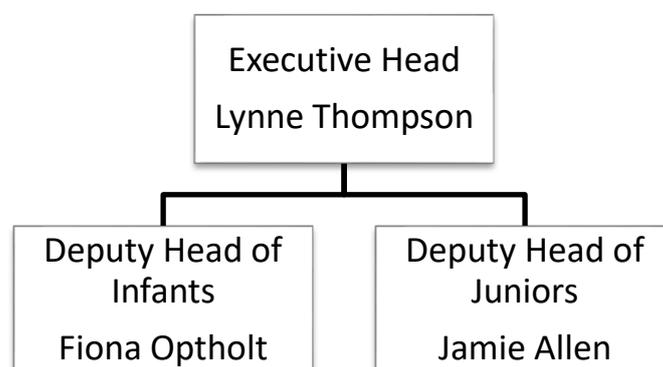
Within a caring, vibrant and fun community and through the wide experiences that we offer, we aim to challenge our children to achieve academically while also developing their confidence, self-esteem and a positive attitude towards learning.

Proposal

The proposal for a federation between Trafalgar Infant School and Trafalgar Junior School will strengthen existing relationships between the schools and consolidate collaboration through:

- One joint governing body for the federation
- An Executive Headteacher overseeing the work of the schools
- A leadership team for each school working to the same vision and values

On an operational basis, the federation will formalise the role of the Executive Headteacher of the federation supported by the Deputy Heads of the Infant and Junior Schools. The schools expect to federate with existing staffing arrangements at this point in time. The federation will have a single governing body established, following final agreement, from the individual governing bodies of both schools.



This new body will comply with the Federation Regulations and will come into being as soon after 1st September 2017 as is practical. See Appendix 1 for the proposed timeline. It will be named Trafalgar Schools Partnership Governing Body. It is proposed that there will approximately 15 governors with further Associate Members enhancing

the committees. The draft structure of the new governing body can be found in Appendix 2.

After an agreed period the federation will be reviewed and if a decision is taken to de-federate, then separate governing bodies for the two schools will be re-established and a new Headteacher recruited for the Junior school.

Benefits of a Federation

A federation between Trafalgar Infants and Trafalgar Junior will enable the children in the local community to experience a number of benefits:

For Pupils and Families the advantages will be:

- The benefits of a 'through' primary school, whilst allowing both schools to retain their own identity (Note: Parents will still need to go through the local authority application process between the infant and junior schools as this is not an amalgamation.)
- Key people will know and continue positively to interact with the children and their families throughout their 7 years in the schools
- Consistency and continuity for all stakeholders: one learning journey and associated policies and processes
- There will be further opportunities to share resources across both schools for the benefit of all
- Consistent tracking and assessments across all phases meaning we know more about our children and their learning needs

For the staff of both schools, there will be advantages:

- Opportunities for career development opportunities across Foundation Stage, KS1 and KS2 will mean that teachers are encouraged to stay thus making the teaching body more stable.
- Cross-school teaching and enhanced learning, enabling staff to gain broader experience and support through observation of lessons given by other professionals
- Long-term curriculum and professional development will be possible across both schools such as mentoring, enhanced curriculum leadership and sharing good practice
- Enhanced support and processes from a strong leadership team enabling staff to better succeed.

There are considerable advantages in having a single governing body:

- It will be able to make holistic and strategic decisions benefitting both schools.
- A single board will be in a stronger position to represent the federated schools on behalf of parents, carers and the wider local community

There are also considerable advantages in having an overarching Executive Headteacher:

- The school will operate under a single, unified vision, enhancing learning experiences
- There is a single point of leadership and authority for clear and quick decision making
- Will ensure collaboration between the schools with a balanced focus on how well both perform and how they can best support each other

There will continue to be separate budgets for each school and the budget formula will be unaffected by the formation of the federation. It is expected that the Governing Body will be able to identify cost efficiencies by some pooling of specific budget items, but separating budgets ensures there is no risk of one school subsidising the other. Clear audit trails will need to be maintained for all budget decisions whether relating to the individual school budgets or where pooled resources are involved.

Questions and concerns regarding Federation

This list is not exhaustive but does highlight the most significant, and has been informed by Governors, staff and class parent representatives.

Q: Will staff and parents buy into the new arrangements? Is there a fear of change and lowering morale?

A: Extensive consultation will be undertaken and the benefits to the whole school will be shared with all partners so that all feel ownership. Anecdotal feedback so far shows staff, parents and governors are in favour of federation.

Q: Will there be a lack of trust between the two schools and a perception of an imbalance in the partnership?

A: There has been, and will continue to be, an open discussion of the initial and future benefits. We have a Headteacher in Mrs Lynne Thompson, who is already well known and highly respected.

Q: Will there be any redundancies?

A: There will be no redundancies as a result of the federation process. All staff will retain their existing contracts and terms and conditions of employment.

Q: Will the Headteacher continue to be available to meet staff, parents or pupils, or will they be "too busy"?

A: Parents, staff and pupils will have as much access to the dedicated school leaders as they do now. Deputy Heads will have delegated responsibility for their school under the authority of the Executive Headteacher, who will continue to be accessible as needed.

Q: Will the Senior Leadership Team be spread too thinly in having to manage both schools?

A: The schools believe they have a strong leadership team in place to deliver this vision and will review the capacity capability regularly.

Q: How will leadership be structured to ensure all leaders are clear of their roles in the Federation?

A: Each layer of leadership will have clearly defined and understood roles and lines of reporting. Clear systems will be in place from the outset that will be widely communicated and regularly reviewed

Q: How will this affect school finances?

A: There will be no change to the way the schools are funded. Federation ensures both schools operate under the existing funding formula. Amalgamation, for example, would result in a reduction in overall budget share. The Federation Governing Body will, of course, explore any combination or sharing of resources that would benefit both schools.

Comments, Questions and Feedback

The Governors welcome any comments, questions or other feedback you may have on this proposal. All comments will be reviewed and considered, and will inform the Federation process. All responses will be treated in the strictest confidence, and personal details will not be circulated outside the Governing Bodies. However, questions and comments may be published without identifying information as part of the consultation process.

You may comment in the following ways:

- Completing the form at the end of this document and returning it to the school
- Email to governors@trafalgar-jun.richmond.sch.uk or governors@trafalgar-inf.richmond.sch.uk

There will also be an open Consultation Evening on Tuesday 4th July 2017 from 7-8pm in the School's shared Dining Hall, accessible from Trafalgar Infant School, Gothic Rd, Twickenham TW2 5EH or Trafalgar Infant School, Gothic Rd, Twickenham TW2 5EH. At that time Governors from both schools will be available to discuss this proposal and answer any questions which arise.

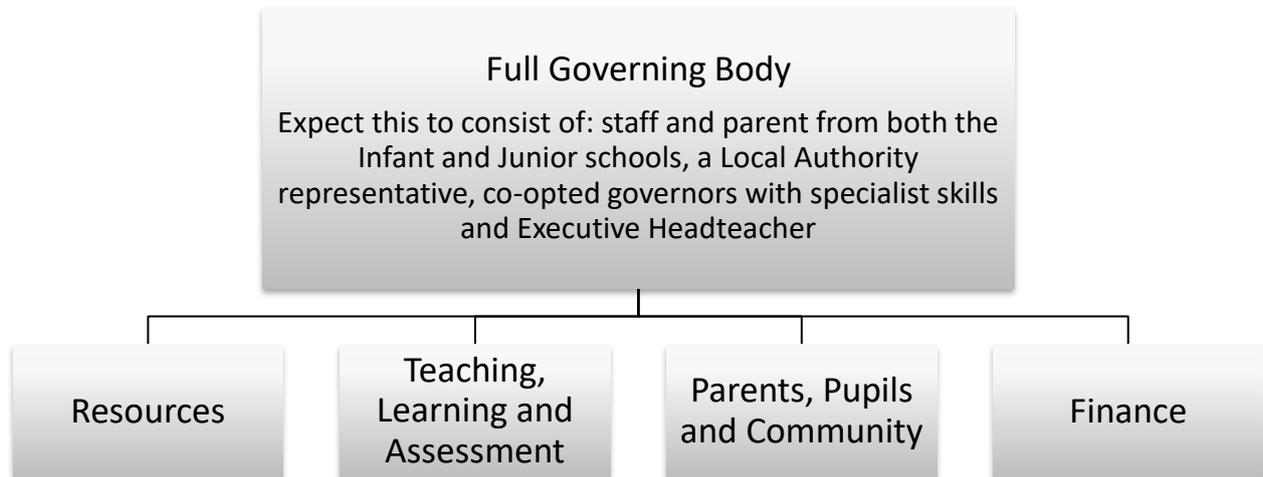
Appendix 1 – Timeline

Phase One: Preparation		
Form a Governors working party.	Equal representation from each school and governor categories	18 th May 2017
Prepare and distribute to all governors the “Federation Proposal for Governors”	Detailing background, vision, staffing structure, benefits, potential risks and mitigating factors	Circulated for comment on 25 th May 2017
Request that governors register their interest in the federated FGB	Forms basis of skills audit to determine constitution of the federated FGB	Completed for Junior School. Infants need to instigate this
Phase Two: Proposal		
Consider “Federation Proposal for Governors”	To be circulated to all Governors	26 th May 2017
Each FGB to vote separately to move forwards to the next phase	Extra-ordinary meeting of each school’s FGB, preceded by a joint meeting for the Working Party to present the proposal and take questions.	5 th June 2017
Formally advise Local Authority of intention to federate	To be instigated by the Working Party	6 th June 2017
Phase Three: Consultation		
Prepare “Federation Proposal for the Community” & consultation plan	Working Party to meet as soon as possible after Joint GB decision. Consider any outcomes from the Governors decision making	7 th June 2017
Publish the “Federation Proposal for the Community” and start the formal six week consultation	Circulate to Parents and staff and broader distribution list	8 th June 2017
Community Consultation Day/Evening	Answer any questions from parents or wider community	4 th July 2017
Implement consultation actions plan	Actively seek views from key parties.	July 2017
Closure of the formal consultation period.	Consolidate feedback and share with the Governors for review	Consultation closes 20 th July 2017. Circulation of the feedback will be ongoing through consultation period

Phase Four: Decision		
Consider responses received and agree next steps	Meeting of the Federation Working Party	Proposed 20 th July 2017
Formally notify Local Authority, Secretary of State, the community and all other consultees	Prepare an "Instrument of Government"	July 2017
Confirm Governing Body members	Members, Local authority nominations, Vacancies	July 2017
New governors appointed to federation		July/August 2017
Formally dissolve the existing FGBs	All existing committees to handover paperwork and ongoing objectives	September 2017
Phase Five: Implementation		
Formal start of the federation		September 2017
Plans and priorities set out by new FGB.		Autumn Term 2017

Appendix 2 – Draft constitution of the Federated Governing Body

A governing body with the right representation and skills ensures we can deliver vision and strategy whilst being focussed and decisive. The governing body will receive advice and recommendations from skilled Associate Members in the committees. We expect there to be approximately 15 members and the constitution to broadly reflect the structure below.



The Governing Body may choose to host two Finance Committees representing the two school budgets – this would ease transition, and would ensure separation of budgets.

Representatives from the three committees (Resources, Teaching, Learning & Assessment; and Parents, Pupils and Community) will report into the Financial Committee(s) to ensure their needs are understood and budgeted for and communicated to the Full Governing Body for consideration.

Notes

- The maximum numbers of elected parent and staff governors and nominated LA governor are dictated by governance regulations. Other co-opted governors or associate governors that the Governors wish to appoint will be appointed based upon their knowledge and skills to support the Governing Body.
- The newly-appointed governors to the Trafalgar Schools Partnership Governing Body will start their four year term from September 2017.

Consultation Response Form

Proposal to federate Trafalgar Infant School and Trafalgar Junior School

Please fill in and return this page by 20^h July 2017 by either:

- **Handing it in** to either school, addressed to the Chair of Governors
- **Posting** to either:
Chair of Governors, Trafalgar Infant School, Gothic Rd, Twickenham TW2 5EH; or
Chair of Governors, Trafalgar Junior School, Elmsleigh Rd, Twickenham TW2 5EG;
- **Emailing** your comments or queries to governors@trafalgar-jun.richmond.sch.uk or governors@trafalgar-inf.richmond.sch.uk

Interest in Trafalgar Infant School/Trafalgar Junior School:

Parent/carer of a child at Trafalgar Infant School Member of staff at Trafalgar Infant School
Parent/carer of a child Trafalgar Junior School Member of staff at Trafalgar Junior School

Other (please specify) _____

Please comment on the proposal – your views are welcome

If you wish us to contact you regarding your comments please provide contact details:

Name _____

Email address _____

Telephone Number _____