



PROPOSAL TO FEDERATE

Barham Primary School

and

**Preston Park Primary
School**

This report provides the board of governors of Barham Primary School and Preston Park Primary School and the Local Authority a draft proposal for a hard federation of both schools.

This report is based on the requirements set out in paragraph 9 of the School Governance (Federations) (England) Regulations 2012 and the Department for Education's federations: guidance on the governance processes.

March 2025

A handwritten signature in black ink that reads 'D. Thanki'.

Daksha Thanki
Chair, Barham Primary
School

A handwritten signature in black ink that reads 'Ketan'.

Ketan Sheth
Chair, Preston Park
Primary School

Barham Primary School, Wembley www.barhamprimary.co.uk



Preston Park Primary School, Wembley www.prestonparkschool.co.uk



TABLE OF CONTENTS

1.	PURPOSE	3
2.	VISION FOR THE FEDERATION	3
3.	PROPOSAL DETAILS	4
4.	FINANCIAL ARRANGEMENTS WITHIN THE FEDERATION	6
5.	IMPLEMENTATION PROCESS	6
6.	TIMELINE	7
7.	HUMAN RESOURCES	12
8.	GOVERNANCE	12
9.	LEGAL	13
10.	RESPONDING TO THE PROPOSAL	14



1. PURPOSE

- 1.1. This report provides the board of governors of Barham Primary School and Preston Park Primary School and the Local Authority a draft proposal for a hard federation of both schools.
- 1.2. This report is based on the requirements set out in [paragraph 9 of the School Governance \(Federations\) \(England\) Regulations 2012](#) and the Department for Education's [federations: guidance on the governance processes](#).
- 1.3. The governing boards of Barham Primary School and Preston Park Primary School have agreed to **consult on a proposed federation** based on the following proposals.
- 1.4. The governing boards of Barham Primary School and Preston Park Primary School will consider any responses to these proposals before making a final decision on whether to proceed with the proposals as published.

2. VISION FOR THE FEDERATION

- 2.1 The Governors of Barham Primary School and Preston Park Primary School are committed to improving the outcomes and life chances for all children and families in Brent and especially in Wembley.
- 2.2 Through the proposed federation, governors will ensure that both schools will benefit from the support and opportunity to collaborate through a formal federation.

2.3 The federation will be committed to providing children with their best start to their education delivering transformational learning that develops the whole child.

2.4 The federation board will ensure that every child leaves the federation ready for their next phase of education.

2.5 The federated schools will both benefit in:

- **Strategic recruitment:** recruiting, retaining and developing high quality leadership teams, teaching staff and support staff across both schools
- **Strategic development:** career development opportunities for staff through shared training, coaching, collaboration and cross-school work which staff cannot easily obtain in a single school setting
- **Strategic learning:** sharing best practice effectively between the two schools to further develop innovative and effective teaching and learning pedagogy and practice
- **Collaborative growth and innovation:** effective partner working for business and financial administration enhancing curriculum, professional development, and best practice sharing across schools.
- **Financial resilience:** Managing resources (people and items) to ensure continued value for money, leveraging economies of scale, optimising resources, and ensuring cost-effectiveness.
- **Operational and governance excellence:** strengthening partnerships, governance, and school management for long-term success.

2.6 Each school will **retain its unique identity**, including its name, uniform, curriculum and admissions policy, while benefiting from shared governance, leadership and collaborative practices.

2.7 The Governing Boards of both schools want to federate to **future proof** both schools and provide the best educational experience to the communities that they serve

2.8 Both boards feel this is in **the best interest of their children, staff and communities**

3 PROPOSAL DETAILS

3.1 Name

The name of the federation will be the Barham and Preston Park Federation.

The two schools within the federation will be Barham Primary School and Preston Park Primary School. Both schools are maintained primary schools within Brent.

3.2 Date

The federation will be formed on Monday 1st September 2025. On that date, the existing governing boards of the two schools will be dissolved.

3.3 Admissions Authority

The Admissions Authority for the two schools will continue to be the Local Authority, Brent Council, who will handle all admissions for each individual school. The Admissions Policy for each school will not change.

3.4 Vision and Values

The federation believes in transformational learning to develop the whole child, ensuring that every child leaves ready for their next phase of education.

3.5 Constitution of the Proposed New Governing Board

The Governing Board of the Barham and Preston Park Federation will have 17 governors.

Number of governors of each category of governor:

- Local authority governor: 1
- Parent governors: 2
- Staff governor: 1
- Executive Headteacher: 1
- Co-opted governors: 12

3.6 Staffing structures at the point of federation:

	Barham Primary School FTE Role	Preston Park Primary School FTE Role
Leadership	0.5 Interim Executive Headteacher 1 Interim Head of School 1 Interim Deputy Head 4 Associate Headteachers	0.5 Interim Executive Headteacher 1 Interim Head of School 1 Interim Deputy Head 2 Assistant Headteachers
Business	0.75 Finance Manager 1 IT Manager	1 School Business Manager
Teachers	28 Teachers	24.4 teachers 4 unqualified teacher
Teaching Support Team	11.2 TLA 1.6 Nursery Nurse 3 HLTA 2 Learning Mentors	8.1 TLA 2 Apprentices 4 HLTA 1 Lunchtime Assistant
Lunchtime Team	2 Lunchtime Assistants 0.4 Play Leader	1 Lunchtime Assistant
Kitchen Team	Currently out for tender 4.2 Kitchen staff	
Extended Service Teams		0.2 Breakfast club assistant 0.5 Afterschool Club
Additionally Resourced Provision (ARP)		1 SENDCO 1 Teacher
Administration Staff	4.8 admin officer 0.7 Family Liaison Officer 1 Welfare Officer	1 Receptionist 1 Admissions Attendance Officer 1 Admin officer
Cleaning Team	3.8 cleaners	Currently out for tender 3.5 cleaners
Premises Staff	Facilities Manager	2 Caretakers

Any discussions regarding future staffing structures are separate to the decision to federate governing bodies and a matter for the federated governing boards.

4 FINANCIAL ARRANGEMENTS WITHIN THE FEDERATION

- 4.1 The federation of Barham and Preston Park presents opportunities for financial efficiencies while maintaining stability for staff and leadership.
- 4.2 The schools would continue to receive separate delegated budgets
- 4.3 Resources can be pooled across the federation.
- 4.4 Real cost efficiencies will be realised over time as we deploy resources more effectively across the federation.
- 4.5 One of the key financial benefits of federation is the potential for **leadership cost savings** through shared governance and management structures. While both schools will retain their distinct identities, federation allows for:
- 4.6 **A single governing body**, reducing administrative costs related to governance meetings, training, and clerking services.
- 4.7 **Shared senior leadership opportunities**, such as an **Executive Headteacher** overseeing both schools, eliminating the need for two full-time headteachers while maintaining strong leadership.
- 4.8 **Efficiencies in middle and senior leadership roles**, where appropriate, through collaborative working.
- 4.9 These savings can be reinvested into teaching, learning, and pupil support services to enhance educational outcomes.
- 4.10 Each school will retain its **individual budget**, with funding continuing to be allocated by the **local authority** based on pupil numbers and needs. However, federation allows for:
- 4.11 **Joint procurement** of services such as IT, catering, and premises maintenance, leading to cost reductions.
- 4.12 **Streamlined financial management**, reducing duplication in administrative processes.
- 4.13 **Collaborative use of resources**, including specialist teaching staff, CPD budgets, and curriculum planning tools.
- 4.14 There are no planned **changes to buildings or premises** as a result of federation.
- 4.15 Maintenance, repairs, and capital investments will continue to be managed separately within each school's existing financial framework.
- 4.16 Opportunities for **shared use of facilities** (e.g., sports halls, libraries, specialist classrooms) may be explored to maximise resources.

5 IMPLEMENTATION PROCESS

- 5.1 To establish a Federation, schools must follow the prescribed legislative process set out in The School Governance (Federations) (England) Regulations 2012. Statutory guidance around the implementation of a hard federation is available online at

5.2 The process involves preparing a report on the proposed federation and carrying out a consultation on the proposals. This needs to be clear on the reasons for federating and why 'now' is the best time to be doing this. The report needs to outline the vision/ethos of the new federation that will help staff, parents and pupils feel comfortable with the direction of travel.

5.3 The responsibility to carry out the federation falls under the respective governing bodies. Officers from the LA will be available throughout the process to offer guidance and support where necessary.

5.4 The timeline for a federation of schools is informed by the Department for Education's guidance: Federations: guidance on the governance processes. The timings provided below are both draft and approximate as the guidance does not specify timings for any specific action, although formal consultations are normally expected to last at least 6 weeks. This timeline will be clarified if the hard federation proceeds.

6 TIMELINE

6.1 Timeline for federation

1. BEFORE CONSULTATION			
Action	Date	DfE Federation Guidance	Status
Barham board vote to enter consultation	16th December 2024	<p><u>As a governing body, you should make sure you understand the federation process and recognise the timelines and commitments involved. You may find it useful to:</u></p> <ul style="list-style-type: none"> ▪ get advice from your governance professional (clerk) ▪ talk to the local authority... ▪ visit other federations and academy trusts ▪ receive your own legal advice ▪ The department would encourage any maintained school to explore the multi-academy trust model for collaboration. 	Completed
Preston Park board vote to enter consultation	19th December 2024	<p><u>As a governing body, you should make sure you understand the federation process and recognise the timelines and commitments involved. You may find it useful to:</u></p> <ul style="list-style-type: none"> ▪ get advice from your governance professional (clerk) ▪ talk to the local authority... ▪ visit other federations and academy trusts ▪ receive your own legal advice ▪ The department would encourage any maintained school to explore the multi-academy trust model for collaboration. 	Completed

<p>Establishment of Joint Working Party - 2 members from each Board have been appointed and the administration of the federation process has been delegated to the Joint Working Party.</p>	<p>Week 6th January 2025</p>	<p><u>Establishment of Joint Working Party:</u></p> <ul style="list-style-type: none"> ▪ To include at least one governor from each of the schools proposing to federate. The joint committee will: ▪ plan and manage the formal consultation process keep all parties informed about progress 	<p>Completed</p>
<p>Both Chairs to inform Local Authority of plans to consult to federate</p>	<p>Week 3rd February 2025</p>	<p>Meeting with Jen Haskew 3.2.25 and in writing to Shirley Parks – 11.02.25</p>	<p>Completed</p>
<p>Soft Engagement with key groups / communications with key bodies / staff</p>	<p>Ongoing</p>	<p><u>When developing the report on the proposal to federate, school leaders and governing bodies should:</u></p> <ul style="list-style-type: none"> ▪ Inform staff and professional associations that discussions are taking place and tell them about the implications for all schools involved ▪ spend time establishing the vision for the federation, involving stakeholders, being clear about the reasons for federating and the expected outcomes 	<p>On-going</p>
<p>Joint Working Party Representatives to prepare final consultation document for issue to LA and FGB</p>	<p>20th March 2025</p>	<p>You must: write a report on the proposal to federate – this can be done by the joint committee</p> <p><u>To prepare for the formal consultation process, the governing bodies [led by Joint Working Party] should:</u></p> <ul style="list-style-type: none"> ▪ design a new governance structure for the federation ▪ draw up a leadership structure that identifies key roles and responsibilities and gives careful thought to all the implications of the changes ▪ decide the federation's ethos, values, name, and strategic direction ▪ engage in discussions with the local authority to identify any human resource issues emerging from the work of the joint committee, and seek appropriate advice and guidance to resolve these issues ▪ examine the financial implications of federating; while each school will continue to receive its own budget, the local authority and/or federated governing body may decide to pool funds ▪ plan a strategy and a timeline for conducting the formal consultation 	<p>Completed</p>
<p>Joint Working Party Representatives to prepare proposed loG (to be approved in principle by both GBs at respective FGBs for LA consideration).</p>	<p>20th March 2025</p>	<p>The governing bodies of the schools that are forming the federation must prepare a draft Instrument of Government for Federated Governing Bodies for submission to the local authority, and the diocese or other religious body where required, prior to the formation of the federation. The joint committee can prepare this on behalf of the governing bodies, but the governing bodies must approve and submit the finalised version.</p>	<p>Completed</p>
<p>BPS to meet to review and approve: A. Proposal to federate B. Consultation document for consultation stage C. loG for LA review and preparation.</p>	<p>Preston Park 29th April 2025</p> <p>Barham 28th April 2025</p>	<p>The governing bodies must prepare and agree a formal proposal for consultation, and have it approved by all the governing bodies concerned. You must: arrange a full governing body meeting for each individual school, <u>giving 7 days' notice of the date make the report an agenda item at the meeting.</u></p> <p><u>The proposal document must contain:</u></p> <ul style="list-style-type: none"> ▪ the names and confirmed agreement (that they wish to federate) of all the governing bodies involved in the proposal to federate ▪ details of the proposed size and constitution of the federation's governing body ▪ the date of the proposed federation 	<p>Completed</p>

<p>(seven clear days)</p> <p>&</p> <p>PPPS to meet to review and approve:</p> <p>A. Proposal to federate</p> <p>B. Consultation document for consultation stage</p> <p>C. IoG for LA review and preparation.</p> <p>(seven clear days)</p>		<ul style="list-style-type: none"> ▪ Details of the proposed staffing arrangements, including the arrangements for headteachers and whether there are any TUPE considerations: unless there are staff vacancies in the schools concerned, the schools should assume that they will federate with their existing staffing arrangements ▪ Staff in community and voluntary-controlled schools are employed by the local authority and this will remain unchanged upon federation. In foundation and voluntary-aided schools the federation's governing body will become the employer; ▪ the identity of the admissions authority for the schools within the proposed federation ▪ the address and the date, not less than 6 weeks after the publication, by which written responses to the consultation must be returned to the appropriate governing body. ▪ Schools should remember to consider school closure days when deciding on the consultation period. ▪ such other matters as the governing bodies consider appropriate <p><u>The Instrument of Government:</u></p> <p>The governing bodies of the schools that are forming the federation must prepare a draft Instrument of Government for Federated Governing Bodies for submission to the local authority prior to the formation of the federation. The joint committee can prepare this on behalf of the governing bodies, but the governing bodies must approve and submit the finalised version.</p> <p>This instrument must be checked for compliance with the statutory requirements by the local authority, even though the outcome of the consultation is not yet known. A local authority can only decline to make a new instrument of government if the draft instrument does not comply with all the applicable statutory provisions.</p>	
--	--	--	--

Timeline for the consultation period

2. THE CONSULTATION PERIOD		
Action	Date	DfE Federation Guidance
<p><u>Should both Boards agree to the formal consultation</u></p> <p>BPS to complete statutory consultation process</p>	<p>Week commencing from 2nd June to 14th July (at least 6 weeks)</p>	<p>Each governing body must complete the following statutory process:</p> <ul style="list-style-type: none"> ▪ publish the proposal and send this to: <ul style="list-style-type: none"> all headteachers and staff all parents and carers ▪ the local authorities ▪ the diocese or other religious body, if appropriate ▪ the foundation governors and trustees of any trust relating to the school within the proposed federation which has a foundation ▪ notify the Secretary of State within 7 days of publication by sending a copy of the proposal document to: <ul style="list-style-type: none"> SchoolFederation.NOTIFICATIONS@education.gov.uk ▪ make the proposals available for inspection at reasonable times at the school

<p><u>Should both Boards agree to the formal consultation</u></p> <p>PPPS to complete statutory consultation process</p>	<p>Week commencing from 2nd June to 14th July (at least 6 weeks)</p>	<p>Each governing body must complete the following statutory process:</p> <ul style="list-style-type: none"> ▪ publish the proposal and send this to: all headteachers and staff all parents and carers ▪ the local authorities ▪ the diocese or other religious body, if appropriate ▪ the foundation governors and trustees of any trust relating to the school within the proposed federation which has a foundation ▪ notify the Secretary of State within 7 days of publication by sending a copy of the proposal document to: SchoolFederation.NOTIFICATIONS@education.gov.uk <p>make the proposals available for inspection at reasonable times at the school</p>
<p>Both boards engage in statutory consultation process activities</p>	<p>Week commencing from 2nd June to 14th July (at least 6 weeks)</p>	<p>Each governing body should also:</p> <ul style="list-style-type: none"> ▪ organise consultation events where governors can explain the vision for a federation and answer questions from interested parties ▪ arrange a formal meeting to present the proposal to the professional associations representing all staff to understand and address any concerns staff may have
<p>Joint committee should collate the responses and submit them to each of the schools' governing bodies</p>	<p>Closes 14th July 2025</p> <p>Collated and circulated by 16th July</p>	<p>Once the closing date for consultation has passed, the joint committee should collate the responses and submit them to each of the schools' governing bodies.</p>

Timeline following consultation

3. AFTER CONSULTATION		
Action	Date	DEF Federation Guidance
<p>PPS FGB to meet to consider consultation responses and make a final decision on the proposals/ approve loG (seven clear days)</p>	<p>23rd July</p>	<p>The governing bodies must:</p> <ul style="list-style-type: none"> ▪ jointly consider any responses ▪ decide whether they wish to proceed with forming a federation; and decide whether to proceed with the proposals as published, or with any appropriate modifications ▪ approve the lofG
<p>BPS FGB to meet to consider consultation responses and make a final decision on the proposals/approve loG (seven clear days)</p>	<p>24th July</p>	<p>The governing bodies must:</p> <ul style="list-style-type: none"> ▪ jointly consider any responses ▪ decide whether they wish to proceed with forming a federation; and decide whether to proceed with the proposals as published, or with any appropriate modifications
<p><u>Should both schools agree to federate</u></p> <p>LA to issue draft loG for newly federated board (federation effective date from 1st September 2025)</p>	<p>Week commencing 28th July</p>	<p>The governing bodies of the schools that are forming the federation must prepare a draft Instrument of Government for Federated Governing Bodies for submission to the local authority, and the diocese or other religious body where required, prior to the formation of the federation. The joint committee can prepare this on behalf of the governing bodies, but the governing bodies must approve and submit the finalised version.</p>

7 HUMAN RESOURCES

- 7.1 The federation of Barham and Preston Park represents a strategic decision to enhance collaboration and improve outcomes for pupils while ensuring stability for staff.
- 7.2 There will be increased opportunities to work across the two schools.
- 7.3 There will be greater opportunity for staff to progress.
- 7.4 There will be greater ability to succession plan at all levels within the schools.
- 7.5 Opportunities and flexibility to develop different staffing models to address the changing needs of the schools.
- 7.6 There will be greater job security through increased sustainability of the school.
- 7.7 As both schools are **LA-maintained, the local authority remains the employer**, and TUPE (Transfer of Undertakings (Protection of Employment) Regulations 2006) is unlikely to be applicable in this process. There will be no change to employer
- 7.8
- 7.9 Unions will be consulted with as part of this process and there will be briefings and Q&A sessions with staff and union representatives
- 7.10 Pension arrangements (e.g., Teachers' Pension Scheme and Local Government Pension Scheme) will remain unchanged.
- 7.11 A **single governing body** will oversee both schools, ensuring strategic alignment while respecting individual school identities.
- 7.12 The federation board of governors will review both school staffing structures to ensure they are fit for purpose for the federation model to provide efficient staff structure for best leadership and support. This will include a review of the Leadership structures which are currently interim structures. It is envisaged that upon Federation, a process will commence to confirm a permanent Executive Headteacher in post who will then support Governors in reviewing the overall Leadership and staffing structures at both schools.
- 7.13 Both schools remain with Brent HR services
- 7.14 Both schools will continue to work with Brent policies and therefore there are no policy changes as a result of this federation

8 GOVERNANCE

- 8.1 The federation of Barham and Preston Park represents a strategic step toward improving educational outcomes, strengthening leadership, and enhancing operational efficiency.
- 8.2 A robust governance structure will be essential to ensuring clear accountability, effective decision-making, and alignment with the shared vision of both schools.

- 8.3 As part of the federation process, a **single governing body** known as the **Federated Governing Board (FGB)** will be established to oversee both schools. This governing body will:
- 8.4 Replace the existing separate governing bodies of each school.
- 8.5 Have legal responsibility for the strategic direction, financial oversight, and performance of both schools.
- 8.6 Be accountable for ensuring high standards of education, safeguarding, and compliance with statutory requirements.
- 8.7 The FGB will be structured in accordance with **DfE federation regulations**, ensuring representation from key stakeholders.
- 8.8 The composition will include:
- 8.9 **2 Parent Governors** – Elected representatives from the parent body from either school community.
- 8.10 **1 Staff Governor** – Ensuring the workforce perspective is considered. Elected representative from the staff body from either school community.
- 8.11 **1 LA Representative** – Supporting alignment with local authority priorities.
- 8.12 **12 Co-opted Governors** – Individuals with expertise in areas such as finance, HR, or education.
- 8.13 **1 Executive Headteacher** – Providing leadership and strategic input.
- 8.14 The number and specific roles have been determined through consultation and in line with **The School Governance (Federations) (England) Regulations 2012**.
- 8.15 The governing body will set a **shared vision and strategic objectives** for both schools while recognising their unique identities.
- 8.16 Committees will be formed for each school to oversee key areas such as **curriculum, finance, and safeguarding**, ensuring detailed scrutiny and effective governance.
- 8.17 A clear **delegation framework** will outline responsibilities between the governing body, school leaders, and the local authority.
- 8.18 The governing body will work closely with the local authority to maintain compliance with relevant governance frameworks.
- 8.19 This governance model ensures strong strategic leadership, clear accountability, and enhanced collaboration across both schools while maintaining high standards of education and safeguarding.

9 LEGAL

- 9.1 Both schools remain separate entities

- 9.2 Both schools will report on results and inspection outcomes separately
- 9.3 The federation process will be conducted under:
- 9.4 The School Governance (Federations) (England) Regulations 2012, which sets out the legal process for federating two or more LA-maintained schools.
- 9.5 The Education Act 2002, which provides the overarching legal framework for school governance, including federations.
- 9.6 DfE Guidance on School Federations, ensuring compliance with best practices and policy requirements.
- 9.7 Before formalising the federation, a statutory consultation process will take place, including:
- 9.8 **Staff and Trade Unions** – Engaging with employees to outline potential impacts and gather feedback.
- 9.9 **Parents and Carers** – Providing clear information on what federation means for pupils and families.
- 9.10 **Local Authority (LA)** – Ensuring alignment with LA policies and securing necessary approvals.
- 9.11 **Existing Governing Bodies** – Approving the federation through a formal resolution.
- 9.12 The consultation period must last a minimum of six weeks, excluding school holidays, and feedback will be considered before a final decision is made.

10 RESPONDING TO THE PROPOSAL

- 10.1 You are welcome to make written representations regarding these proposals.
- 10.2 Please send your comments addressed to the Chair:

For Barham Primary School:

Please send all feedback to the Chair of Governors: Daksha Thanki

For email responses, please send to: consultation@barham.brent.sch.uk

For postal responses, please post to: Barham Primary School, Danethorpe Rd, Wembley, HA0 4RQ

For Preston Park Primary School:

Please send all feedback to the Chair of Governors: Ketan Sheth

For email responses, please send to: consultation@prestpk.brent.sch.uk

For postal responses, please post to: Preston Park Primary School, College Road, Wembley