



Formal Consultation to establish a School Federation Incorporating Holy Trinity CofE (VC) Primary School, Eight Ash Green and Aldham and Fingringhoe CofE (VA) Primary Schools

Consultation Period:
28th April 2021 – 14th July 2021



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1. Foreward

Federation of schools is a legal process which enables between two and six schools to work together through a formal structured process by sharing governance and a single Governing Board that will make decisions in the best interest of both the schools, staff, pupils and parents/carers within the federation.

The Governing Boards of Fingringhoe Primary School and Holy Trinity have met individually and collectively with the Local Authority and Diocese representatives and have confirmed they wish to formally consult with all stakeholders on the proposal of a formal federation between the two schools.

If this proposal is approved, both schools will continue to maintain their own individual identities with regards to name, culture and ethos and will continue to manage their own individual budgets and have separate Ofsted inspections. The arrangement involves establishing a single Governing Board to govern both schools. The two Governing Boards have worked collaboratively since the early Autumn Term 2020 during which time both schools have been led by a single interim Head Teacher. This arrangement has impacted positively on both schools.

It is proposed both Fingringhoe and Holy Trinity will become Voluntary Aided schools.

[Fingringhoe is currently a Voluntary Aided (VA) church school and Holy Trinity is a Voluntary Controlled (VC) church school]

This consultation document sets out the case for a change to the leadership and governance arrangements at Fingringhoe and Holy Trinity and has been prepared jointly by the two Governing Boards. The Local Authority and the Diocese have acted in an advisory capacity throughout the process. The main purpose of the document is to provide information on the proposal to allow you to make any comments, ask questions or provide any alternative suggestions to the proposal. Details on how to provide comments or questions can be found within Section 10 of the document.

Jenny Brick
Chair of Governors
Fingringhoe Primary School

Paul Presland
Chair of Governors
Holy Trinity & EAG Primary School

2. The Proposal

The Governing Boards of Fingringhoe Primary School and Holy Trinity Primary School propose to use the powers granted under the School Governance (Federation) (England) Regulation 2012 to establish The Fingringhoe and Holy Trinity School Partnership.

The term federation describes a formal and legal agreement by which the schools involved work together in a formal partnership under a single Governing Board. The existing Governing Boards will be dissolved and replaced by a new single Governing Board with strategic oversight of both schools.

The decision to explore federations stemmed from the fact that both organisations are small schools which makes it extremely difficult for them to balance budgets and recruit and retain high quality staff. Local Authority school budgets have been significantly reduced in recent years and this has exacerbated the problems that small schools face. Concerns about sustainability are frequently in the mind of governors and school leaders and it was recognised that a new way of working was necessary if the schools were going to survive. Different models of school partnerships were discussed including Multi Academy Trusts, soft federations and hard federations. Advice was sought from the Chelmsford Diocese, Essex LA, other primary school Head Teachers and governors, all of whom were knowledgeable and experienced about these matters.

The two schools have worked on a collaborative basis since the middle of the Autumn Term 2020 and have shared a single interim Executive Head Teacher. The Governing Boards of both schools have consulted with the Local Authority, Diocese, and other stakeholders in forming the proposal for consultation. There is detailed guidance which the Governing Boards have followed with both recommended stages and statutory elements.

The Governing Boards of both schools believe there will be considerable benefits for:

1. Pupils. They will have an exciting curriculum fit for the future and will benefit from improved teaching and learning strategies. This will result in improved outcomes and improved standards in both schools. Being part of a wider school community supports personal development and transition. Having a full time SENCo working across the federation will significantly benefit pupils on the SEN register.
2. Parents. They will have the confidence in the stability of high-quality leadership and skilled teachers into the future.
3. Staff. They will gain considerably from shared professional development opportunities resulting in improved outcomes for pupils. It will also help both schools to attract the best teachers and the best future leaders. Staff will share expertise and offer peer to peer support. If appropriate, there will be the possibility of shared subject leadership between the schools.

The proposed name of the Federation is The Fingringhoe and Holy Trinity Primary School Eight Ash Green Partnership. Following consultation and if the decision to federate is approved, the federation will commence on the 1st January 2022.

By entering a federation, the two schools can work together under shared leadership to utilise their strengths to improve standards across the federation and together address areas in need of improvement as identified within each of the school improvement plans.

By federating under one Governing Board, the climate of trust, openness, and willingness to work together that already exists can be further advanced. Both schools will continue to work together over the coming months to embed collaborative working practices to improve standards for both school communities.

3. Background

Following the Joint Steering Committee's investigations, the Governing Boards of both schools have voted to progress to the next stage in the federation process, to undertake a formal consultation with all stakeholders on the proposed federation. The purpose of this document is to invite you to participate in the consultation on a proposal from the Governing Boards of Fingringhoe and Holy Trinity Schools that they should form a Federation, making permanent the current interim arrangement between the two schools.

This consultation commenced on Wednesday 28th April 2021 and closes on Wednesday 14th July 2021.

Why we are making this proposal:

As you are aware, Fingringhoe and Holy Trinity have been working closely together since October 2020 with Mrs Ceri Daniels acting as Interim Head at Fingringhoe on a part time basis while remaining substantive Head at Holy Trinity.

The partnership originally commenced when Fingringhoe was without a headteacher. It has provided stable and experienced leadership for Fingringhoe through this challenging period and enabled its teachers and other staff to focus on developing practice to provide quality education for all.

For Holy Trinity, the partnership has allowed leaders to work collegiately with each other, setting developing and broadening their own skill set and to bring new, fresh ideas back to the school to enhance its practice. Staff across the two schools have been able to work together, sharing experience and expertise, and this has been valuable to both schools.

Both Governing Boards foresee that Federation will allow us to maintain and develop the opportunities and benefits which we have gained during the existing partnership. Each school will retain its own unique character, traditions, uniforms, and performance targets, and will have separate Ofsted inspections.

Why we think federation is right:

We are aware of many examples of schools thriving under formal partnerships in Essex and beyond. We believe that there are a range of benefits for pupils, schools, families and staff and research evidence from other federations supports this belief. Some of the benefits we can see coming from the proposed federation are:

- Improved educational standards for pupils through sharing of expertise and structured staff development across the schools.
- Increased opportunities to attract and retain high quality staff and improved career development.
- Extra capacity to offer a broad, balanced curriculum to children from both schools, sharing facilities and the skills of staff.

- Financial economies of scale and value for money.
- Shared leadership – a single headship across both schools is more secure and sustainable than for one school alone, a particularly important issue for small rural primary schools who often struggle to appoint quality leaders.
- Shared expertise and efficient working of a joint Governing Board.
- Improved links between our communities. Opportunities for children to work more regularly with pupils from the other school.
- Enhancement of each school's ethos through access to a wider variety of both academic and personal experience.
- Federation can help small rural schools, such as ours, to remain sustainable and viable on separate sites. It can also help develop an outward-looking, collaborative attitude to the world outside of our communities.

How the new arrangement would work:

The leadership and governance of the Federation would be:

- An Executive Headteacher across the two schools, with overall strategic and operational responsibility for both schools
- A Head of School in each school, with day to day leadership responsibility for their school and being a member of the Federation leadership team
- A senior teacher in each school, working with the Executive Headteacher and Head of School, appropriate to the needs and size of the school
- A single Governing Board for the Federation, which will include representation by parents of each school, staff, a Local Authority governor, and foundation/co-opted governors, and which will take overall responsibility for both schools within the Federation
- In line with the School Governance (Federations) (England) Regulations 2012, the *proposed* size of the new federated Governing Board would be 12 members. Full details of the existing Governing Boards for each school and the proposed Governing Board can be found within *Section 5: Composition of Governing Board*.

What will stay the same?

- Each school will keep its own identity and name; this is not a merger of the two schools.
- Children will continue to be taught in their own school.
- Each school will continue to receive its own budget. The Governing Board will determine how this can be most effectively used within each school.

- Each school will have separate OFSTED inspections.
- Existing members of staff will remain employed by their current school.

What will be different?

- The Federation will need to have a name as it is a separate, legally constituted corporate body.
- The two separate Governing Boards will be dissolved and replaced by a single, newly appointed Governing Board with responsibility for both schools.
- There will be a change of leadership structure, with an Executive Headteacher working across both schools.
- Holy Trinity will be required to convert from VC (Voluntary Controlled) to VA (Voluntary Aided) church status.

4. Federation – Regulation & Principles

The two schools in a federation remain as separate legal establishments with their individual identities; results will be published for each school and their funding will be determined separately. The federation of schools is a legal process that enables schools to work together through a formal structured process by sharing a Governing Board that will make decisions in the best interests of the schools, staff, pupils, and their local communities.

To be successful federation needs to be based on a commitment to work as a partnership of schools and a willingness to do things differently for the added benefit of all pupils, their well-being, and their achievements.

A key advantage of a federation is that schools within the federation remain in their own communities and keep their individual identities. However, the existing Governing Boards will be dissolved and replaced by a new, single Governing Board that will have oversight of, and equal responsibility for, the work of all the schools within the federation.

5. Composition of Governing Board

The membership composition of the existing Governing Board for each school is as follows:

Holy Trinity – Existing FGB Composition	
Appointing Authority of Governor	Number of Appointments
Headteacher	1
Staff	1
Parent	2
Local Authority	1
Foundation	2
Associate (Staff)	1
Co-opted	4
Ex-officio	1

Fingringhoe – Existing FGB Composition	
Appointing Authority of Governor	Number of Appointments
Headteacher Ex-officio	1
Staff	1
Parent	2
Local Authority	1
Foundation DBE	3
Foundation Parish	3
Foundation Ex-officio	1
Ex-officio	1

If the proposal to Federate is approved the individual Governing Boards will be disbanded and replaced with a newly formed Governing Board, the proposed membership of the new Governing Board for both schools is as follows:

Appointing Authority of Governor	Number of Appointments
Executive Headteacher of both Schools	1
Staff Governor (One elected by staff from both schools)	1
Parent Governor (One elected by parents from each school)	2
Local Authority	1
Foundation Governors (including Ex-officio)	7

In addition, Associate Members may be appointed who will bring specific expertise to the Governing Board in accordance DFE guidance. The proposal if approved is that the date of commencement of the Federation should be 1 January 2022.

6. Admission Arrangements

With Holy Trinity becoming a Voluntary Aided school the admission authority would change from the Local Authority who also deals with appeals to the Governing Board who becomes the new admissions authority.

Therefore the Governing Board would become the school admissions authority for both schools and be responsible for admission appeals.

7. Employment & Staffing Arrangements

The existing substantive structures for both Fingringhoe and Holy Trinity primary school can be found on pages 13 and 14 of this report. Although these do not fully represent the existing interim arrangements these structures are the existing approved structures which form the basis of the consultation for changes to take place.

The proposed structure can be found on page 15 and represents the proposed structure should the proposal be agreed following the consultation period.

Fingringhoe Primary School – Posts to be removed

The following posts are proposed to be removed from the Fingringhoe structure;

Headteacher – 1 FTE

Deputy Headteacher – 4 Days + SENCo

Holy Trinity Primary School – Posts to be removed

Headteacher – 1 FTE

Deputy Headteacher – 1 FTE

LSA Fixed Term FT ends

LSA Fixed Term PT role ends

LSA 1.5 days moves to 0.5 PMs

LSA FT moves to 4.5 days

Federation - Posts to be created

Joint Executive Headteacher – 1 FTE

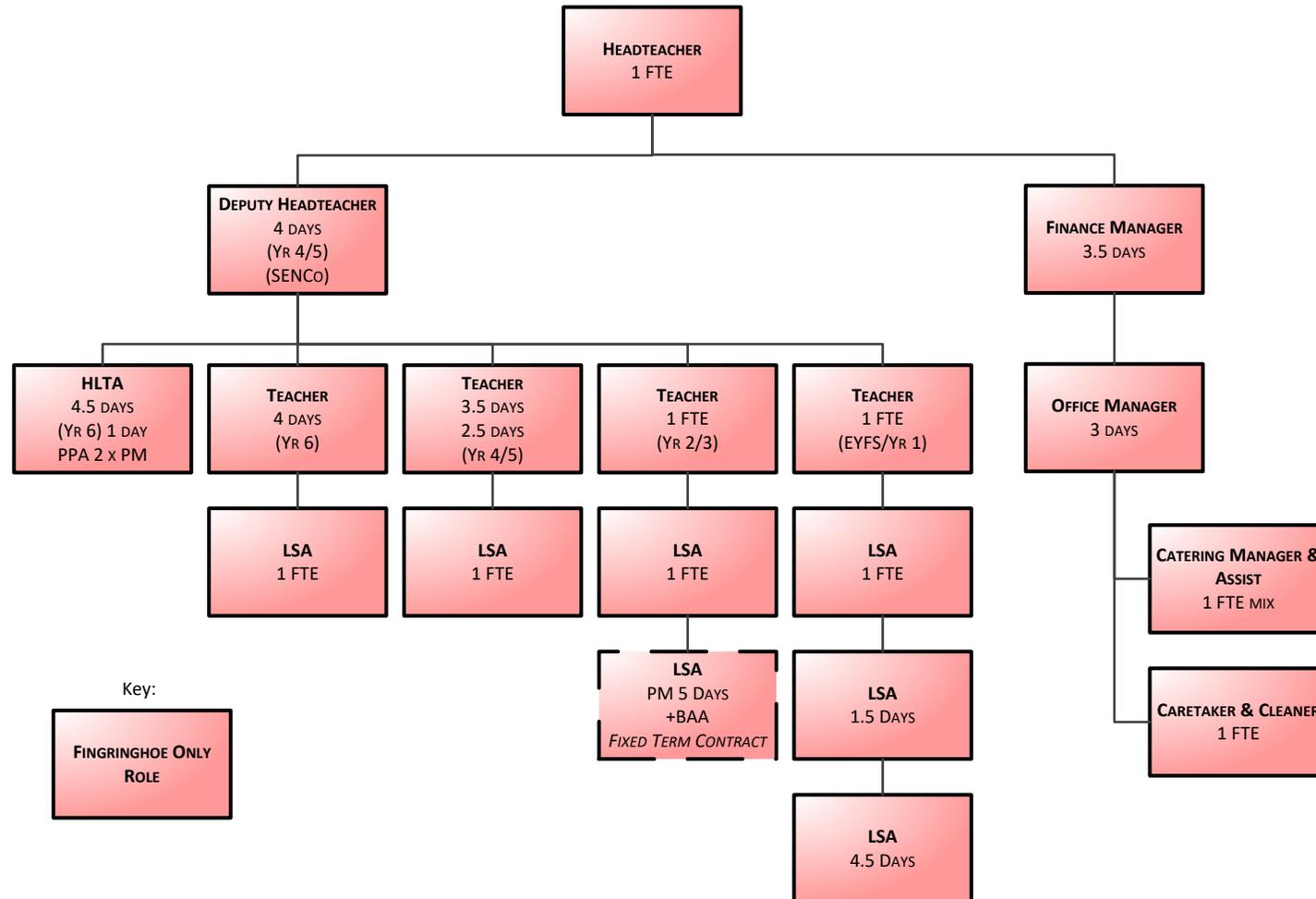
Joint SENCo – 3 Days

Head of School (Holy Trinity) – 1 FTE

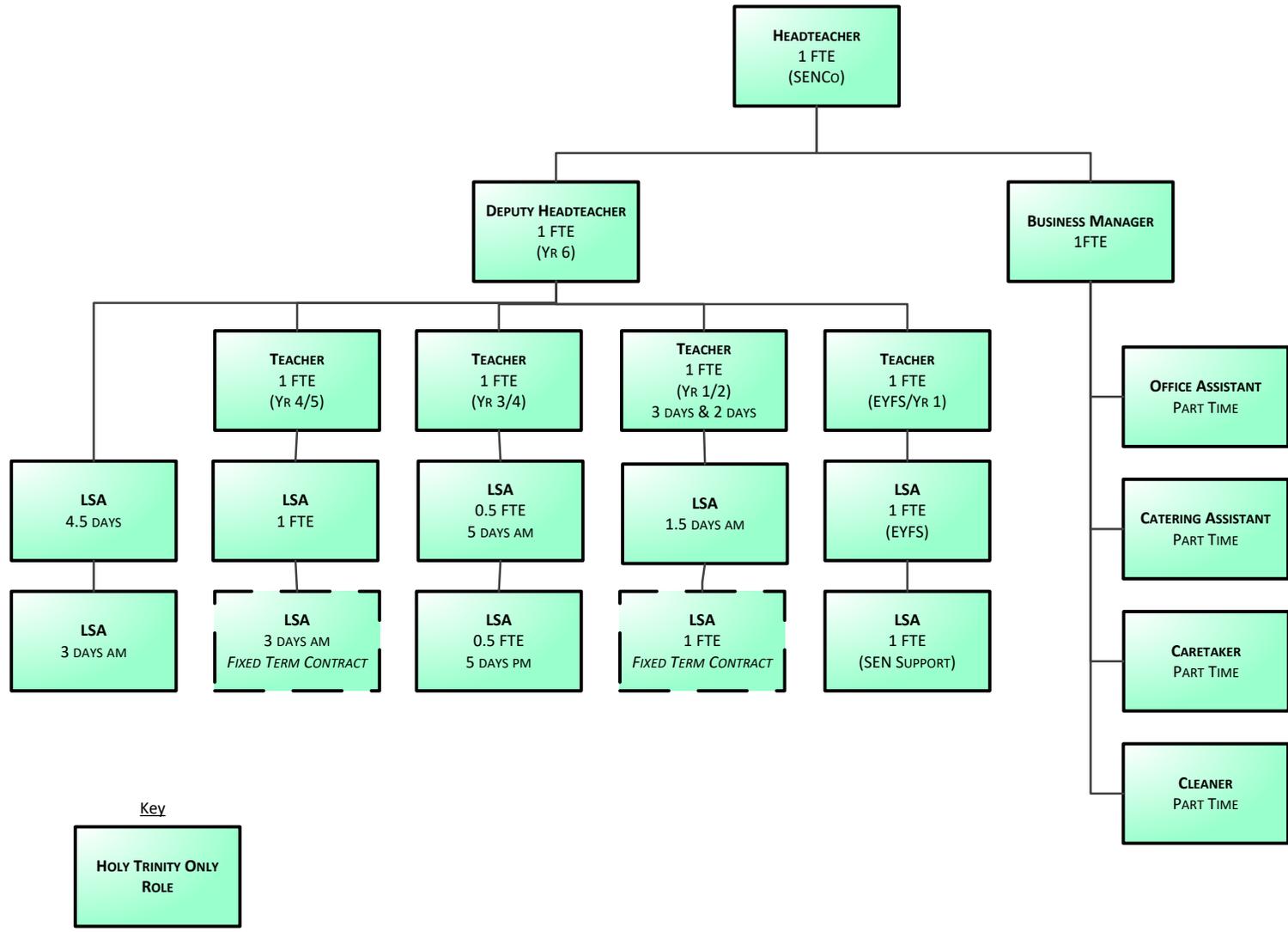
Head of School (Fingringhoe) – 1 FTE

The requirements of a federation require a single Governing Board to be responsible for all schools, with the proposed changes to the church status of Holy Trinity to become Voluntary Aided, staff employment will change from the Local Authority to the proposed Full Governing Board (FGB). With Fingringhoe staff their employment will change from the existing FGB to the new FGB, therefore for all staff TUPE will be applicable. Further communication and details have and will continue to be provided on this with the Local Authority HR services.

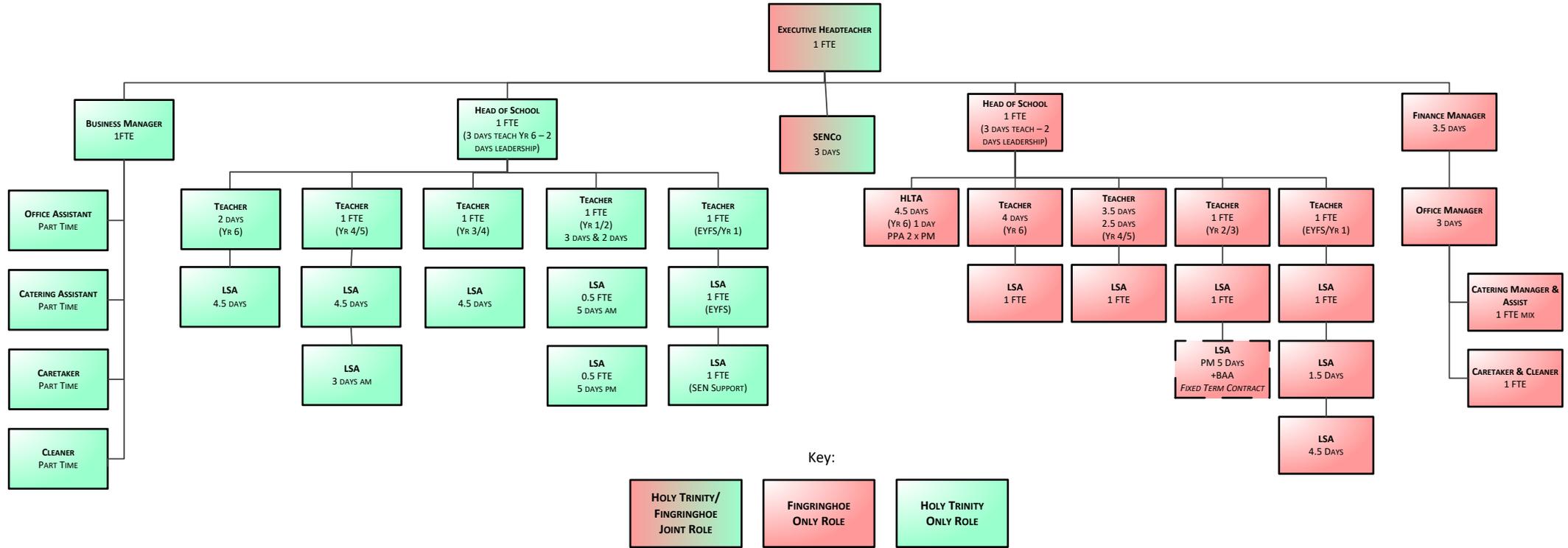
Fingringhoe Existing Structure



Holy Trinity Existing Structure



Proposed Federation Structure



8. Benefits & Challenges

Benefits for the Children:

- Enhanced learning opportunities at both schools arising from:-
- Shared expertise of staff across the two schools.
- Joint curriculum initiatives.
- Shared resources, continuing professional development (CPD) and facilities.
- Consolidating best practice from across both schools to ensure we have the best teaching and learning for all of our children.
- Greater educational opportunities across both schools.
- The retention and development of high quality staff and school leaders will minimise disruption to children's education due to staffing shortages.
- Enhanced opportunities for the development of senior and middle leaders.
- Offer pupils a wider range of opportunity, for example by sharing teachers' expertise or by holding joint activities that might be difficult to sustain individually.
- Allowing consistent/integrated assessment of policy and practice.
- Shared vision and a common purpose of what needs to be done to improve attainment and achievement.
- Both schools have strong Christian values that are firmly embedded into the life of both schools. If the Federation proposal is agreed, both schools will retain their individual values, but the new Governing Board will seek opportunities for the two schools to share common Christian practices.
- The schools would become part of a wider Christian community, with leadership including the governing board, focussed on providing a rounded, full and complete education that offers a breadth of curriculum, educational and spiritual experience to enable the children of the schools to truly flourish. Central to the education offer, there would be the absolute desire to retain a distinctively Christian approach.

Benefits for Families:

- The federated schools will continue to work closely with the communities they serve whilst providing sustainability underpinned by a strong community focus.
- A commitment to a shared responsibility to the wider school community, the provision of good quality education and the improvement of life chances for pupils in the community beyond that of the individual schools.
- A better, broader offer for pupils – both curricular and extra-curricular
- More resources and opportunities to employ specialist staff
- Better recruitment, training and retention of teaching staff and more innovation to improve teaching and learning.

Benefits for Staff:

- Greater stability, security and opportunities.
- Sharing teaching expertise and good practice across both schools.
- Increased training and professional development opportunities.
- Increased opportunity for recruitment and retention.
- Enhanced development of skills and experience.
- Extend the reach and impact of the strongest school leaders and teachers.
- Potential to develop leadership by creating more opportunities for senior and middle leaders.

Challenges:

- Building a trust between the Diocese, LA, governors, and school communities is a fundamental prerequisite at every level of leadership and management.
- Commitment of time and resources from both schools.
- Allow sufficient time for all parties to be at ease with the proposed changes.
- Ensure all feel like equal partners.
- Sense of ownership by both schools.
- Good communication with parents/carers and staff over the changes that the federation brings.

9. Frequently Asked Questions

1	What is a federation?	A federation is an arrangement where two or more maintained schools share a single Governing Board. Schools federate under section 24 of the Education Act 2002. Schools in federation continue to be individual schools, keeping their existing category, character, and legal identity, but have their governance provided by the same board. Both schools remain under local authority control and do not become academies or free schools because of federation
2	Why are you investigating the possibility of a federation?	The driving idea behind this federation is to ensure the best possible outcomes for all pupils at both schools. It would enable us to make the best use of staff and resources within and across both schools, to the benefit of all children.
3	Why would this be good for my child?	The aim for both schools would be to continue to provide an education which allows each pupil to realise his or her potential. The federation would provide greater opportunities for the sharing of good practice to enable both schools to excel.
4	What would happen to the staff at Fingringhoe and Holy Trinity?	We will of course consult with staff at both schools, but the proposal would be to continue to provide high quality education as at present. Teaching staff levels would not be expected to change significantly following the federation. We believe the proposed federation would continue to provide staff with excellent opportunities to share good practice and expertise.
5	On which site would my child go to school?	Pupils would continue to go to school on their present respective sites
6	Would the schools lose their individual identities?	No. It is very important that each school retains its individual identity and character.
7	What does a 'consultation' mean? Is the decision already made?	No decision has been made in relation to the federation of Fingringhoe and Holy Trinity. Currently this is just a proposal, and can be progressed, amended or withdrawn. This consultation is just the first stage in the democratic and statutory process, and all opinions will be carefully considered at each stage before a decision is taken to progress to the next.

8	What are the next stages in the process?	<p>Following the consultation period of six weeks, both Governing Boards will review all opinions and information gathered during this process, using this to:</p> <ul style="list-style-type: none"> • Proceed with the proposal • Proceed with the proposal with modifications that the Governors believe are appropriate (these will be published) <p>OR</p> <p>Decision to not federate</p>
9	Would parents with children already at the schools have to apply for a place at the federated schools?	<p>No. Both schools would retain their own identity and pupils currently attending either school will retain their places.</p> <p>Likewise, pupils due to start and those who are yet to apply would still be considered for each school applied for, and the admissions process for each school would remain separate.</p>
10	What would be the benefits of federation?	<p>The benefits are outlined in the main consultation document. They include:</p> <ul style="list-style-type: none"> • Improved outcomes for pupils due to collaboration and shared expertise. • Developing staffing due to increased opportunities working across both schools. • More consistency in teaching and learning and stronger staff/pupil relationships due to improved staff retention. <p>Financial benefits due to economies of scale and cost sharing opportunities.</p>
11	Is this just a money saving exercise?	<p>No. The proposal is driven foremost by the desire to improve standards by sharing expertise and best practice across both schools. However, there will be significant funding cuts in education over the next few years and a federation would allow for shared cost savings and economies of scale.</p>
12	How much disruption would there be for children?	<p>There would be no disruption for children. As both schools currently have an informal partnership agreement, the children would notice no difference if this were to change to a formal federation.</p>

13	How successful are federations?	There is an increasing number of examples of federated school arrangements, both locally and nationally. Regarding the curriculum, within each school a federated approach to learning will allow us to share the physical resources, specialist teaching and leadership aptitudes across the federation.
14	Why are parents only being told now if Governing Boards have been discussing this for some time?	It is the role of Governing Boards to investigate future strategies and develop plans. The issue of federation is complex, and the Governing Boards needed to explore it carefully. It is worth noting that parents and carers are represented through their elected Parent Governors and therefore have been represented in the discussions.
15	What happens if parents say no during consultation?	The parents were informed that the JSC were investigating federation, earlier this year. The consultation is aimed at gathering opinions and information and is not a vote. The Governing Boards will consider all responses carefully, including any objections, and these will be considered when a decision is made at the end of the consultation process.
16	What happens if one school gets into difficulty? What happens if one school fails an Ofsted inspection?	One of the advantages of a federation is that it can prevent schools getting into difficulty through greater scrutiny, challenge, and support. The strong leadership and teaching excellence that can be shared would enable both schools to continue to improve on their already good performance.
17	How would the schools be inspected by Ofsted?	Both schools would continue to be inspected separately and listed separately in league tables. It would normally be appropriate to ask Ofsted to inspect the schools in the federation around the same time so that a rounded picture of the work of the federations can be formed. Ofsted is increasingly aware of and interested in the role that federations and collaborations play in improving standards. Inspection providers have been asked by Ofsted to use the same team when inspecting schools in a federation.
18	How would the schools be funded?	Each school would continue to be funded individually; however joint costs can be shared across both schools
19	Would the schools be better or worse off financially?	Due to economies of scale and the potential to share costs, there should be a financial benefit to both schools.

20	Would we need to buy new uniform?	No. Both schools would retain their individual identities including uniforms, logos and mottos. The aim is not to create one school.
21	What is the difference between the current informal partnership and a formal 'hard' federation?	A 'hard' governance federation is a legal agreement between schools, where they share a Governing Board and where the Governing Board and committees with delegated powers take decisions on behalf of both schools, even though each school retains its own budget share. In the current informal partnership agreement each school has retained its own Governing Board and each decision is made separately.
22	Why do we need the current situation to change?	The informal agreement cannot continue indefinitely. There is a lot of duplication of work for the leadership team and across both Governing Boards, and only limited costs can be shared. A formal federation would allow much more sharing of costs, knowledge and expertise, and would significantly cut the workload for the Executive Headteacher and leadership team, allowing them more time to focus on the pupils' teaching and learning.
23	Would staff change employers if their schools federate?	Staff at Holy Trinity will have a change which would link to a change of church status – a move to Voluntary Aided (VA). All staff would have the Governors as employers. Currently Holy Trinity staff are employed by the Local Authority.
24	Who do I speak to if I have questions about this proposal?	If you wish to send your formal comments, please send these in via: consultation@eightashgreen.essex.sch.uk consultation@fingringhoe.essex.sch.uk
25	How does a school leave a federation?	If a school wishes to leave the federation they must: - - Make a written request signed by either two or more governors, one fifth of parents of registered pupils, two fifths of staff, or the local authority - The Governing Board of the federation must give notice of this request (within one week of the request having been received) to all relevant authorities; the Executive Headteacher of the federation and the Head of each school within the federation; all staff at the relevant school, every parent at that school and anyone else that

		<p>the federation considers should know;</p> <ul style="list-style-type: none"> - The Governing Board must consider the request not less than 14 days after it was made and decide whether or not the school should be allowed to leave and, if they can, when or should the federation be dissolved and, if so, when; - They then tell everyone concerned within a week what they have decided
26	Can a school in a federation apply for academy status?	<p>Yes, it is possible for a school within a federation to apply for academy status without having to seek agreement of the other schools within the federation. This is covered in Part 9 of the 2012 Federation Regulations.</p>
27	Can a federation be time limited?	<p>Federations are seen as long-term commitments and a strong model, which is able to operate as a single legal entity. Federations are more resilient to changes that can happen, in relation to staff or governance. However, it is possible for schools to withdraw from the federation but it is rare, and the amount of work involved in such withdrawals can vary depending upon how centralised the running of the federation has become.</p> <p>Collaborations are often used as a short-term measure to bring schools together to develop more long-term structures for collaborative working. Collaborations are easy to set up but also easy to leave. For this reason they are seen as a weaker model, often leading to more permanent outcomes.</p>
28	Is there an aspiration that teaching methods in the two schools will become even more consistent? Best practice is synonymous with consistency and developing consistency takes a lot of time and communication. Consistency means bottom up is stifled and underplays professional judgement. Consistency means easier monitoring by management and is driven by the needs of	<p>Governors, together with the Executive Head and both SLTs, expect all children to be achieving at expected levels and making good progress consistently across both schools. The approach used in the classroom is down to the professional judgement of the teacher. Governors understand that what works well in one school may not be the same in the other due to different staff, children and circumstances, the governors value those differences and will support good teaching. The Executive Head and the SLTs will ensure that staff receive the best CPD and opportunities to work together.</p>

	management rather than the needs of the children. I am worried – do the benefits outweigh the risks?	
29	Will there be enough capacity in the new GB to properly fulfil the roles required?	The Governing Boards of both schools have members with many years of experience in governance at Fingringhoe, Holy Trinity and other schools. The current Governing Boards will use the Governor Competency Framework to ensure the new Board has the skills needed and will ensure that the knowledge and experience of the individual governors is not lost. The initial structure of the new Governing Board will be set when/if the federation goes ahead and if gaps of capability or capacity become apparent then it is the responsibility of that Board to fill those gaps.
30	Will I be forced to work at the partner school (Fingringhoe or Holy Trinity)?	Current staff are employed by the individual schools and their posts are designated at those schools. If, in the future, staff would like to work at the partner school and there is an opportunity available, the SLT will try to accommodate those wishes. No member of staff will be forced to work in the partner school.
31	Will contracts be changed to reflect the federation?	Current contracts are with either Fingringhoe or Holy Trinity Primary School. These contracts will not be changed. New contracts will be with the federation, that is both Fingringhoe or Holy Trinity Primary Schools. New contracts will be issued for new employees and those current staff who change role or hours.
32	What difference would parents see in terms of the operation of the school?	Children will have access to specialist staff working across both schools. There will be access to facilities at the partner school for example the forest school at Fingringhoe and the large grounds and pond at Holy Trinity. Parents will not see any change in the day to day operations of the schools.
33	Beyond being asked to work at the other school can you request to work there?	Yes, the Executive Head and Governing Board will consider the request of an individual member of staff. The staffing structure will be decided based on the needs of the children and the operational requirements of both schools.

34	If asked to work at the otherschool, can you say no?	Staff can request not to work at the partner school and the Executive Head and Governing Board will consider that request. The staffing structure will be decided based on the needs of the children and the operational requirements of both schools, but people personal preference would be considered. No staff member would be forced to work at a different setting.
35	What are the advantages of notfederating?	<p>Each school would revert to being the individual schools andwould be run as before the collaboration being led by an individual headteacher.</p> <p>A specific implication for Fingringhoe of not federating is theneed to restructure the Senior Leadership Team to employ aHeadteacher.</p> <p>A specific implication for Holy Trinity of not federating is theneed to restructure all staffing including leadership model alongside class numbers.</p>
36	Please can the Governors confirm that one school will notbe asked to bear the cost of resources in the partner school without any benefit of this, if it is deemed that the paying school can bear the financial cost better at the time.	<p>The current Governing Boards recognise the hard work and dedication that the Executive Headteacher and both School Business/Finance Managers put into monitoring expenditureand planning for harder times ahead, however, the current boards cannot place restrictions on the future spending decisions of a potential new Governing Board.</p> <p>A board’s third core function is to oversee financial performance and make sure money is well spent for the children at the school. Each school in a federation keeps its own budget, the budgets are not merged. All financial decisions will be made based on what is best for the childrenin the school at the time. This may be an expenditure benefitting one school or an expenditure that benefits both schools.</p>
37	Will any reception or back officefunctions be combined as a result of Federation and if so, what will happen to the people doing those jobs now?	There are no current plans to combine or reduce the total number of roles that currently perform reception or other office based clerical and support work. Through the consultation process the Governing Boards will always seekHR advice on any staffing structure changes.

10. Consultation Response Questionnaire

The consultation process will last eight school weeks, starting Wednesday 28th April 2021 and closes on Wednesday 14th July 2021.

Governors would welcome your views and comments on our proposal. In normal circumstances, there would be public meetings where you could ask questions and make comments. As this is not currently possible, we have prepared a PowerPoint which will be available on each school website under a federation tab.

We have also arranged two online parent meetings, one for each school, using Zoom Software. The meetings are as follows:

Holy Trinity: **Wednesday 9th June 2021 6.30pm**

Fingringhoe: **Thursday 10th June 2021 6.30pm**

If you feel as a stakeholder it would be helpful for you to attend a meeting, please get in touch with either school.

A separate meeting has been arranged for members of staff from each school at the end of May 2021.

We have set up a Microsoft questionnaire for you to provide any written responses you wish to make. The link for this can be found on each schools' website under the federation tab from the start of the consultation period. A direct link is here; <https://forms.office.com/r/bt5PLXjMUV>

Alternatively you can email in a response to:

consultation@eightashgreen.essex.sch.uk

consultation@fingringhoe.essex.sch.uk

The deadline for all responses is 4.00 pm on Wednesday 14th July 2021. It is the individual Governing Boards that will make the final decision, drawing upon a broad evidence base including the views of parents, staff and any other stakeholders responding to the consultation. The Governing Board from each school will make its own decision. As with any Governing Board decision, this is a decision requiring a majority vote taken at a quorate Board meeting.

11. Timeline

Autumn Term 2020	Information gathering and exploration of options
January 2021	Formal decision by each Governing Board to investigate the option of a federation between the two schools Establishment of a Joint Steering Committee with representation from each school.
March 2021 COMPLETED	Preparation of consultation document by Joint Steering Committee
April 2021	Proposal considered at both formal full Governing Board meetings. Governing Boards voted on whether to proceed with the proposal to the next stage - agreement to move to formal consultation
28 th April 2021	Issue formal consultation document to all stakeholders: Minimum 6 weeks consultation period – We are allowing for 8 School weeks, therefore 9 in total)
14 th July 2021	Consultation period closes
July 2021	Collation of responses received from all stakeholders by the Joint Steering Committee begins
September 2021	Presentation of all stakeholder responses to all Governors at a joint meeting of of the Governing Boards. Following the presentation each individual Governing Board will meet independently to make their final decision on the proposal. If both Governing Boards resolve to proceed with the federation from 1st January 22. The existing Governing Boards will then be dissolved and the new Federation Governing Board will be constituted. (A new instrument of Government for the federation is drafted by the Local Authority/Diocese and approved)
January 2022	Parent Governor elections to take place.