



CONSULTATION

Formation of a hard federation between Barking Abbey and Eastbrook school

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Guidance taken from

[Federations: guidance on the governance processes - GOV.UK](#)

[Every child achieving and thriving - GOV.UK](#)

Federation Proposal

The governing bodies of Barking Abbey School and Eastbrook School are consulting on the proposal to form a Hard Federation between Barking Abbey School and Eastbrook School. Each governing body has considered the federation proposal and has agreed to proceed to consultation. This extends the existing soft federation.

A hard federation is not an Academy trust. It is a long-established structure that allows schools to work more closely together for their benefit but still remain as separate entities in terms of finance, admissions and identity. The schools within a Hard federation share a Governing body.

The consultation period will run for six weeks starting on 8th May 2026 and closing on 26th June 2026.

The proposal is that from 1 September 2026 (the proposed federation date):

- The two schools federate to operate under the governance of a single governing body (rather than each operating under a separate governing body).
- The name of the single governing body will be the Governing Body of the BST Federation.
- The two schools remain as community schools maintained by the local authority of Barking and Dagenham.
- The admissions authority of each school will remain as the local authority.
- The employer at each school will remain as the local authority.
- Each school will continue to be individually inspected by Ofsted.

The proposed governance structure of the single governing body is to have 13 members including;

- One Local Authority governor
- Two parent governors
- One staff governor
- Headteacher
- 8 Co-opted governors

Each school will also have a Local Committee that consists of members of the Governing body plus associate members. The full detail is outlined in the document.

The current leadership arrangements for the schools within the federation will remain as they are.

We are consulting with staff, unions, parents and carers, the wider community, the local authority and other stakeholders on this proposal. Each school website will contain a link to this document and also details on how to respond. There will be the opportunity for staff and parents to ask any questions anonymously and also drop in sessions to receive answers.

Proposed Hard Federation Consultation & Timeline

September 2025	Agreement by both governing bodies to start forming a federation Joint Governance working party set up to write the Federation proposal
November 2025	Agreement and ratification of the proposal by both Governing bodies
May 2026	Consultation period opens for 6 weeks. (8 th May to 19 th June) <ul style="list-style-type: none">• Unions• School staff• Parents and community Notification will be made to

	<ul style="list-style-type: none"> • Local authority • Secretary of State
June 2026	Federation consultation documentation updated to include all feedback and engagement during the consultation
July 2026	Each Governing body meets to consider the consultation responses and determines whether to proceed with forming the federation. The Governing bodies will also draw up and consider the new instrument of Governance for the federated governing body and will submit this to the local authority for review.
September 2026	New Federation Governing body formed.

This document outlines the proposal in more detail and provides the rationale for the proposal.

Letter to parents and community

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Dagenham, RM10 7UR
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Email: primaryoffice@eastbrookschoo.org

Headteacher: Evan Hollows



Eastbrook School

www.eastbrookschoo.org

Executive Headteacher: Tony Roe

Eastbrook Secondary School
Dagenham Road
Dagenham, RM10 7UR

Tel: 020 3780 3609
Email: office@eastbrookschoo.org

Headteacher: Jamie Gibson

Consultation on the proposal to form a Hard Federation between Barking Abbey and Eastbrook Schools.

8th May 2026

Dear Eastbrook community,

As you are aware Barking Abbey and Eastbrook schools have been working in partnership since September 2023. This partnership has been hugely successful for both schools as good practice and expertise has flown back and forth, resulting in demonstrable improvements in both schools. The governing bodies of both schools are pleased and proud with the way the partnership has evolved and made a real difference to our young people

The partnership has benefited both schools significantly;

- Ofsted. Barking Abbey achieved 'Outstanding' in all areas in February 2024 and Eastbrook achieved its best ever Ofsted inspection with 4 'Strong' grades under the new Framework in December 2025.
- Results for pupils. Eastbrook's results for Year 6 SATs have remained strong and the year 11 results are rapidly improving. Data from the Fisher Family Trust clearly shows that the school achieved its first ever positive Progress 8 result in 2025. Barking Abbey results for both year 11 and year 13 remain exceptionally strong and in 2025 the school achieved its strongest ever year 13 results, with 33% of all grades an A* or A.
- Pupils on roll. Eastbrook school has been able to dramatically increase the number of pupils on roll with the primary phase now moving to becoming 2 form entry, the secondary phase much fuller in each year group and the sixth form currently at 200 and on track to be 250+ pupils in 2026. Barking Abbey remains heavily oversubscribed for year 7 and year 12.

Over this time the schools have evolved to work much more closely together and share resources and staff. This has benefited both staff and students equally.

The governors of both schools now feel the time is right to formalise the partnership, and are now proposing to form a Hard Federation which will ensure the long-term partnership continues. Evidence shows that when educational establishments work closely together academic and pastoral standards rise. The Department of Education is strongly encouraging schools to join together in formal structures. This national drive for schools to collaborate is an essential part of the future of education provision and is reflected in the Government's strategy and various initiatives. We believe a Hard Federation is the

correct route for both schools. This allows each school to retain its own identity, its name, its uniform and everything that makes the school special whilst allowing the sharing and collaboration that we have seen makes a difference.

A Hard Federation is not an Academy Trust. Each school will retain its own separate identity in respect of budget, admissions, academic performance and Ofsted. Each school will remain a local authority school on their own sites. We are pleased that Mr Roe will remain as the Executive Headteacher across both schools.

The Federation will be called the 'BST Federation'. This stands for Belong, Succeed and Thrive. This name was chosen based upon the common values of each school community.

- **Belong.** Both schools place a lot of importance on community and pupils and staff belonging to a wider family. Everyone does well when they are seen and noticed.
- **Succeed.** We are very successful and success is what drives us as schools. Academic success, sporting success, cultural success we are PROUD to be the BEST in everything we do.
- **Thrive.** We believe in the development of the whole child. Children thrive when they are stimulated, cared for, encouraged, supported and guided.

The Governing bodies of both schools fully support the formation of the hard federation between Barking Abbey school and Eastbrook School. The Local Authority also support and recommend this proposal. A statement of support can be seen in the proposal document.

Below is a link to the school's website where the full document can be found for the proposal. There is also a link where any parent, carer or other stakeholder can submit a question or a representation can be made.

[Eastbrook School](#)

The formal consultation will open on 8th May 2026 and remain open for 6 school weeks to enable any questions to be answered or any written representations to be made.

Signed



Craig Gladden
Co-Chair of Governors
Eastbrook School



Michela Pascucci
Co-Chair of Governors
Eastbrook School

Summary and key points

Barking Abbey (BA) and Eastbrook (EB) schools have been working together in a soft federation since September 2023. In this time the schools have collaborated successfully. The schools have formed joint finance, IT, premises, HR, cleaning and catering operations.

The partnership has benefited both schools;

- Ofsted. BA achieved Outstanding in all areas in February 2024 and EB achieved its best ever Ofsted inspection with 4 strong grades under the new framework in December 2025.
- Outcomes. EB KS2 outcomes have remained strong and the KS4 outcomes are rapidly improving. FFT data shows the school achieved its first ever positive Progress 8 result in 2025. BA outcomes remain strong and in 2025 achieved its strongest ever KS5 outcomes.
- Number on roll. EB roll has increased dramatically with the primary phase now moving to becoming 2 form entry, the secondary phase much fuller in each year group and the sixth form currently at 200 and on track to be 250+ pupils in 2026. BA remains heavily oversubscribed at KS3 and KS5.

The soft federation has provided a valuable platform, but by its nature it is temporary and informal. To secure lasting improvement, provide stability for our communities, and ensure that both schools continue to thrive, it is now the right time to move to a hard federation.

Whilst operations have changed, the Governance structure has remained the same with two separate Governing bodies and no clear Governance of the central support function. The Governance structure needs to evolve to meet the requirements of our new operation model. The proposed model would have a central Executive board (the single federated governing body) and local school boards (which will be committees of the Executive board). This would ensure **each school has its voice within the structure**.

All employees are currently employed by LBBB. There will be no change to this as the schools will remain LA schools.

The new Schools White Paper indicates that ALL schools are expected to be in a 'trust' although a timescale has yet to be clarified and the word 'trust' has not yet been defined. It is our position that should either school be forced to join an external trust this may not be in its best interests and may lead to either school losing what makes it special.

This is not Academisation. The school, the Governing body and the LA have no intention or appetite to convert or join an Academy trust.

A single governing body and unified leadership structure will allow us to plan more strategically, align resources more effectively, and remove the uncertainty that comes with temporary arrangements. Most importantly, it will strengthen our ability to deliver the very best education for every young person in our care, now and into the future.

Definition of a Federation

A federation is defined in law as 2 or more maintained schools (including nursery 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, noting that the local authority can allocate this as a single budget share to the federated governing body. Additionally, the federated governing body, upon receiving the delegated budget for all the schools in the federation, can allocate the budget to each individual school or pool all or part of the budget with the agreement of governors.
- is inspected individually by OFSTED

The Partnership Journey so far

April 2023	Eastbrook failed Safeguarding audit and departure of Headteacher.
Summer term 2023	Barking Abbey team asked to consider providing active support from September 2023 for the academic year 23/24 Due diligence process started Agreement from both Schools FGB for the partnership & support Barking Abbey formally asked to provide support to Eastbrook school by the LA.
September 2023	Barking Abbey commences leadership of Eastbrook school Appointment of Acting Secondary Headteacher, seconded from Barking Abbey School. Stabilisation of Eastbrook School.
2023/2024	Soft federation evolves with sharing of staff and resources. Ongoing due diligence and the establishment of core systems structures and processes. Safeguarding, Security and & Compliance concerns addressed. Establishment of Collaborative working across specific core functions.
February 2024	Barking Abbey secures an Outstanding in all areas Ofsted judgement.
June 2024	Safeguarding audit successfully passed – Assurance Given.
September 2024	Ratification from both Governing Bodies to extend the Partnership for a further 3 years.
2024/2025	Establishment of Central core teams and services for both schools.
June 2025	SRMA Visit Report- Positive about school management and future budgets.
September 2025	Local Authority advocates Hard Federation. Implementation of shared School Policies.
December 2025	Best ever Ofsted inspection for Eastbrook school securing 4 strong judgements under the new framework.

Partnership Impact for Eastbrook school

- Dramatic increase in Attendance to 93%.
- Increase in PAN in Primary to become 2 form entry.
- Reintroduction of sixth form to now have around 200 pupils on roll
- Reversal of decline in pupils on roll and now an increase in pupils on roll.
- Reduction in staffing costs of circa £260k.
- Improvements in operational efficiency and compliance.
- Most improved headline GCSE results in Borough 2025.
- Successfully passed safeguarding audit.
- Best ever Ofsted inspection with 4 Strong grades.
- Balanced budget and repayment plan for historic deficit confirmed. Future financial stability assured by SRMA visit.

Partnership Impact for Barking Abbey School

- Evolution of the SCITT, now training 22 new teachers with 25 planned for 26/27.
- Reduction in staffing costs of circa £250k.
- Improvement in operational efficiency.
- Retention of key staff into partnership roles.

There is no evidence of a detrimental effect on Barking Abbey over this period. Over this time Barking Abbey has;

- Secured an outstanding Ofsted judgement (Feb 2024).
- Achieved its best ever set of GCSE results (2025).
- Achieved record breaking A level results (2025).
- Increased its popularity to become the most oversubscribed school for Y7 and Y12.

Partnership Benefits for Both Schools

- Development and collaborative working for staff.
- Reduction of workload – sharing resources and best practice across Schools.
- Increased opportunities for Professional Development.
- Broad and Balanced Curriculum offer across schools.
- Increased Capacity and expertise.
- Sharing of resources.

Current Partnership Challenges for Both Schools

- No Central Oversight/Accountability for the Partnership.
- Reporting to two separate Governing Boards.
- Loose arrangement meaning schools not able to fully realise operational efficiencies.
- Central Support staff teams working with different contracts and different accountabilities.
- Delays and increased time and workload to implement changes.
- Separate contracts and terms of business for different suppliers.
- Insecurity about future which also impacts decisions taken and change actioned.
- Unable to action or implement structural changes (IT infrastructure as an example) that would benefit and progress both schools.

Rationale for Forming a Hard Federation:

Barking Abbey School and Eastbrook School have already demonstrated the significant benefits of partnership working under the current soft federation model. The collaboration, brokered and supported by the Local Authority, and strengthened through the appointment of an Executive Head, has led to clear improvements in standards at Eastbrook, as reflected in recent examination outcomes. Both schools have benefited from the sharing of leadership expertise, best practice, and a collective vision for school improvement.

However, whilst the soft federation has been a successful catalyst for progress, it is a time limited informal arrangement, which is subject to review in 2027 when it completes its term. This lack of permanence creates uncertainty about the long-term future of Eastbrook and prevents both schools from fully embedding and realising the advantages of partnership working. A hard federation would address this by providing a single governing body, unified strategic direction, and more coherent management structures across both schools.

Moving to a hard federation offers a secure foundation for the sustained success of both Barking Abbey and Eastbrook. It would ensure that governance, leadership, and resources are aligned, resilient, and future-proof, enabling both schools to flourish. Importantly, it would send a strong message of confidence to pupils, parents, and the wider community, strengthening the brand and reputation of both schools, and enhancing their attractiveness in an increasingly competitive educational landscape.

Above all, the rationale for this move is rooted in the long-term interests of the pupils we serve. A hard federation will allow both schools to build on current progress, formalise structures and processes, and unlock the full potential of collaborative working, ensuring that the benefits for teaching, learning, and outcomes are sustainable well into the future.

Parent & Community Rationale for Hard Federation

Barking Abbey and Eastbrook have already achieved a great deal by working closely together. Our partnership has brought stronger leadership, new opportunities for pupils, and a clear sense of shared purpose. Parents and carers will have seen the benefits through higher expectations, better outcomes, and the growing confidence of both schools. Pupils in both schools have seen the benefits through additional enrichment, visits and opportunities for support.

So far, this has been possible through a soft federation, which is an informal way of working together. While this has been successful, it is not a permanent arrangement. To give both schools long-term stability and the strongest possible foundation for the future, we believe now is the right time to move to a hard federation.

This means that both schools will continue to have their own identities but will be formally joined by one governing body and one leadership team. For families and pupils, this will mean greater consistency, more opportunities, and a secure future where both schools can continue to grow and succeed side by side.

Governor Rationale for Hard Federation

As governors, our responsibility is to secure the long-term strength and success of both Barking Abbey and Eastbrook. The soft federation has enabled effective collaboration and visible improvement, but by design it is temporary and leaves our schools operating under parallel governance structures. This limits our ability to provide coherent oversight and can create uncertainty for the future.

A hard federation would establish a single governing body with a clear, unified mandate across both schools. This structure would sharpen accountability, ensure more consistent decision-making, and strengthen our capacity to manage resources, leadership development, and school improvement in a sustainable way.

By moving to a hard federation, we not only protect the progress that has already been made but also provide a secure framework for both schools to flourish. The stability of a formal arrangement will reassure families, staff, and the wider community that our partnership is built for the long term, with pupils' best interests at its core.

External Support for Hard Federation:

Local Authority Support

The Local Authority was instrumental in brokering the partnership between Barking Abbey and Eastbrook School and the appointment of the Executive Head. The Education Director and Head of School Performance and Partnerships have followed and monitored developments and have been impressed by the improvements we have seen at Eastbrook, including the outcomes in the Summer Examinations. Local Authority senior colleagues consider the move to formalise the partnership through the formation of a hard federation to be a strong proposal and a secure base from which both schools can flourish. I confirm our support for the proposal.

Jane Hargreaves, Commissioning Director Education, London Borough of Barking and Dagenham. April 2026.

Proposed Governance structure

Outlined below is the proposed structure on formation. There will be a single central executive Governing board, the Governing Body of the BST Federation with local school committees. The Executive Governing body will consist of full Governors. They will also be part of the local school committees alongside associate members. The composition and remit for each entity is proposed below.

	Executive Governing body (13 members) Full Governors	Local school committee (7 to 11 members) Mixture of full and associate governors.
Composition	<ul style="list-style-type: none"> • One Local authority governor • Two parent governors • One staff governor • Headteacher • 8 Co-opted Governors 	<ul style="list-style-type: none"> • 2 parent members • 2 staff members • Headteacher • Co-opted Governors and/or Associate Members
Remit	<ul style="list-style-type: none"> • Federation growth strategy • Budget and finance • Central services oversight • Compliance & Strategy • School performance/Outcomes- across all areas. • Policies- except where delegated to schools • Premises and H&S • Size and structure of federated school senior leadership teams • Appointment of Headteacher 	<ul style="list-style-type: none"> • Quality of Education • Outcomes for pupils • Behaviour • Attendance • Behaviour and PEX panels (may include governors from the other school) • Safeguarding • Careers and aspiration • School specific policies • Complaints • Appointment of senior leadership team.
Meetings	Termly (even numbered half terms)	Termly (odd numbered half terms)

All governors on the Executive Governing body are there to consider the interests of all the pupils and schools within the federation.

The staff governor on the Executive Governing body is elected as a governor by staff at the schools. The staff governor will also be a member of a relevant local school committee, with the other staff members being associate members appointed by the Executive Governing Body following an election of the staff.

The parent governors on the Executive Governing body are elected as governors by the parents at the schools. The parent governor will also be a member of a relevant local school committee, with the other parent members being appointed by the Executive Governing Body following an election of the parents at each school.

NB: this governance structure, subject to relevant regulatory requirements, can be changed by the Governing body as the needs of the federation evolve.

Detailed Consultation Timeline:

8 th May	Consultation opens- Questions to be submitted either via email or via the online questionnaire	Document Published on Schools Websites. All staff, parents and carers notified Notification sent to LA and DfE
8-18 May	Initial questions and comments to be submitted around the consultation proposal	Questions and comments to be submitted via the online questionnaire: or via email. Details below
20 th May 2026 4pm 21 st May 2026 4pm 22 nd May 2026 4pm	Questions for the first consultation meetings listed below need to be submitted by Monday 18 th May. Eastbrook Staff Consultation Meeting Barking Abbey Staff Consultation Meeting Parents Carers and local community consultation meeting	Meetings to be held via TEAMS. Links below Link to be sent to staff Link to be sent to staff Link below to join
Microsoft Teams - Parents Carers and local Community meeting Join: https://teams.microsoft.com/meet/320003344765382?p=piTIUV8QCG2qwLtrgs Meeting ID: 320 003 344 765 382 Passcode: VV7Qi7xk		
10 th June 2026 4pm 11 th June 2026 4pm 12 th June 2026 4pm	Questions for the second consultation meetings listed below need to be submitted by Monday 8 th June. Eastbrook Staff Consultation Meeting Barking Abbey Staff Consultation Meeting Parents Carers and local community consultation meeting	Meetings to be held via TEAMS. Links below Link to be sent to staff Link to be sent to staff Link below
Microsoft Teams - Parents Carers and local Community meeting Join: https://teams.microsoft.com/meet/311511974814652?p=ygEvJueST1Nb79CFOG Meeting ID: 311 511 974 814 652 Passcode: Eq6SQ7Ze		
19 th June	Consultation closes	
July 2026	Each Governing body meets to consider the consultation responses and determines whether to proceed with forming the federation. The Governing bodies will also draw up and consider the new instrument of Governance for the federated governing body and will submit this to the local authority for review.	

Frequently Asked Questions

FAQ's - Staff

Will my contract or terms change?

No. You are currently an employee of the LA and will remain so after federation.

Will I be expected to work at other schools?

No. You may be asked to attend meetings or training at another school in the federation and travel time will be allowed as is currently the case with offsite meetings or training. Should the need arise for a member of staff to work at another school as part of their working week then this will be agreed through discussion and additional travel time will be provided if needed. Staff reserve the right to

refuse to work at another school. Some staff may be employed in a federation role and in this case their job description will specify the need to work at different locations across the federation.

Will the schools change name?

No. The schools will keep their current names.

Will my email address change?

No. There will be work done on the two schools' IT infrastructure to allow better sharing of information, but staff in both schools will keep their email addresses. Some staff who currently work in a wholly federation role, such as the finance or IT teams will move to a federation email address.

How will my voice and our parents/ pupils voice be heard in this structure?

Each school will have a local school committee to include parents and staff to bring their valuable knowledge and perspectives in terms of school-based decisions. Some parents and staff from the local school committees will also be on the Executive Governing body, again bringing their valuable knowledge and perspectives to the Executive Governing Body. Each school will continue to do their own parent, staff and pupil surveys. Outcomes from the surveys will be reviewed by both school committees and the Executive Governing Board, the BST Governing Board

What are the main benefits for me?

This allows for greater promotion prospects, wider collaboration and training, and greater CPD opportunities. It also gives the schools greater financial stability. We have been in a long period of time where school funding has decreased year on year, and there is no sign this will change. Federating allows the schools to save money and avoid cutting back on classroom-based staff or resources.

Will teacher be expected to use the same resources?

Both schools have been working closely together for the past 3 years on their individual curriculum plans. As such they have naturally moved closer together to increase quality and reduce workload. Each school retains its own identity. Headteachers will be expected to work collaboratively to reduce workload, increase quality and outcomes for students.

How will the federation work with Unions?

Both schools currently have good working relationships with the Unions and provide facility time. This will continue. The Unions have been included in this consultation and any comments made will be considered.

How will this affect my role?

Most roles will remain unchanged initially. Over time, there may be opportunities to work across the federation, develop new skills, and access wider career pathways.

Will workload increase?

The aim is to reduce duplication and improve efficiency. Shared planning, resources, and systems should support workload rather than increase it.

Will there be more accountability?

Accountability will be clearer and more consistent across both schools, with shared expectations and support.

Are there any plans for organisational change as a result of federating?

There are no current plans for organisational change as a direct result of federating. Both schools will continue to retain their own budgets and finances which need to be balanced.

What are the professional development opportunities?

A federation provides greater access to leadership pathways, cross-school collaboration, and specialist roles.

Will school cultures be forced to merge?

No. Whilst there will be alignment in key areas, each school's identity and strengths will continue to be recognised and valued.

What happens to existing governing bodies?

The existing governing bodies will dissolve and be replaced by a single Federation Governing Body, ensuring consistent oversight and strategic direction, with local committees for each school.

How will accountability work?

The FGB will be legally accountable for all schools, with clear structures for monitoring performance, finance, and safeguarding.

Will local voices still be heard?

Yes. The chosen model will have a local committee with parents and carers at each school.

Will there be any harmonisation of school policies?

Yes, where appropriate. Both schools are LA schools and so a lot of the policies are LBBB policies. Other ones we are harmonising where they are common such as IT acceptable use. Each school will keep their own policy where needed such as the Behaviour policy. Policies that affect staff will be consulted on.

FAQ's - Parents & Carers

Will my child's school change or lose its identity?

No. Each school will retain its name, uniform, ethos, and day-to-day experience. The federation strengthens leadership and support behind the scenes rather than changing what makes each school unique.

Will teaching and learning change?

The aim is to improve consistency and quality. Pupils will benefit from shared expertise, stronger curriculum planning, and access to wider opportunities across both schools.

Will this affect exam results or standards?

The intention is to continue improving outcomes. The partnership has already contributed to positive progress, and a formal structure will help sustain and build on this.

Will staff change or will there be redundancies?

There are no current plans for redundancies as a result of federation. Staff may have more opportunities to collaborate or work across schools, which supports professional development and consistency.

Who will be in charge of the school?

There will be a single governing body and shared leadership structure, but each school will continue to have leaders responsible for day-to-day running.

How does this benefit my child directly?

Your child benefits from stronger leadership, better access to resources, improved teaching quality, and more opportunities (clubs, trips, curriculum breadth).

How to respond

Governors are keen to hear your views on the hard federation proposal and answer any questions you may have.

To submit any further questions, queries or comments regarding the consultation please email either:

- consultation@barkingabbeysschool.co.uk
- consultation@eastbrookschoo.org
- or you can submit questions or comments anonymously via our online form: <https://forms.office.com/e/RkEF0rAFiX?origin=lprLink> or scanning the QR code below:

