

Federation Proposal and Consultation Information

June 2025



Stepney All Saints CE Secondary



St Peter's London Docks CE Primary



Stepney Greencoat CE Primary

All Saints Federation

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PART I – Proposal to federate Stepney All Saints (SASS), St Peter’s London Docks (SPLD) and Stepney Greencoat (SGC)

1. What are we proposing?

The Governing Bodies of St Peter’s London Docks, Stepney Greencoat and Stepney All Saints are seeking the views of parents, carers, staff and all stakeholders on a proposal for establishing a new federation between the three schools in Autumn 2025.

After substantial exploration, the governing bodies of each individual school believe that there are significant benefits to establishing this new federation for the children, parents, staff and governors including:

- The **ability to leverage shared resources, expertise and experience** to deliver the very best for our children through an exciting curriculum and with high-quality teaching and learning strengthened through shared expertise.
- A **confident, stable future in the Tower Hamlets landscape** through strong leadership, financial expertise and a shared vision.
- Wider shared **professional and career development opportunities and collaboration**, allowing the schools to attract, develop and retain the best teachers, leaders and support staff.
- **Shared ambition** for all children to succeed, from 3-18 years.
- **Leadership stability and capacity** across the three schools - providing economies of scale and financial savings, enabling more to be achieved within constrained budgets.

Under the Education Act 2002, schools and local authorities (LA) can propose that schools join together to create a federation - two or more schools that agree to work together formally through a single governing board.

This proposal document details: what a federation is; the benefits to each school; what will change; what will stay the same; and information on the proposed structure of the schools’ leadership team and the new governing board.

There is also an FAQ section, which we hope will answer any questions you may have and details of information sessions to which all stakeholders are warmly invited.

Finally, it includes a response form to submit your views to the governing board during the consultation period.

2. What would change?

- The existing governing boards of St Peter's, Stepney Greencoat and Stepney All Saints would be dissolved, and a new Federation Governing Board of up to 16 members would be drawn up (Appendix C). The board would guide the federation, ensuring a clear vision, strong Christian ethos and strategic direction. They would hold the headteachers and leadership teams accountable for the educational and financial performance of all three schools, ensuring resources are used effectively to meet the goals of each school.
- Pupils would benefit from shared learning experiences and enhanced cross phase opportunities.
- Greater flexibility for staff progress and development with opportunities to work across the federation.
- Existing leadership teams would work together strategically to ensure the best outcomes across all three schools.
- All staff would transfer employment to the federation governing board through TUPE.

3. What would stay the same?

- Each school would remain on its current site and day-to-day school life would continue as usual.
- Each school would retain its name, uniform and individual character.
- Admissions, SEND provision and pastoral support would remain the same.
- Each school's ethos and community values would be respected and preserved.
- There are no staff changes planned following a decision to federate.

4. Consultation Meetings

Location	Audience	Date	Time
St Peter's London Docks CE Primary Garnet Street E1W 3QT	Parents	Thurs 3 rd July '25	9:00am
St Peter's London Docks CE Primary Garnet Street E1W 3QT	Parents	Thurs 3 rd July '25	5:00pm

St Peter's London Docks CE Primary Garnet Street E1W 3QT	Staff	Thursday 26 th June 25	4.00pm
Stepney Greencoat CE Primary Norbiton Road E14 7TF	Parents	Tues 1 st July '25	9:00am
Stepney Greencoat CE Primary Norbiton Road E14 7TF	Parents	Tues 1 st July '25	5:30pm
Stepney Greencoat CE Primary Norbiton Road E14 7TF	Staff	Wed 25 th June 25	4.00pm
Stepney All Saints CE Secondary Stepney Way E1 0RH	Parents	Wed 2 nd July 25	9.00am
Stepney All Saints CE Secondary Stepney Way E1 0RH	Parents	Wed 2 nd July 25	5.00pm
Stepney All Saints CE Secondary Stepney Way E1 0RH	Parents	Tue 9 th July 25	9.00am
Stepney All Saints CE Secondary Stepney Way E1 0RH	Staff	24 th June 25	4.00pm

Individual consultation meetings will also be arranged between:

Stepney All Saints Secondary – The Portal Trust (The Site Trustee)

St Peter's London Docks Primary – Hearn Foundation

Stepney Greencoat – The Ratcliffe Foundation and the Vintners

5. How do you respond?

Governors welcome your views on the proposal for the new federation of the three schools.

You can respond in the following ways:

- Attend one of the consultation meetings (dates and times listed above).
- Complete a hard copy of the consultation feedback form (Appendix B) available on the school's website or from your school office. Once completed, you can return your form to one of the schools where there will be a sealed box in the reception area.
- Fill in the online feedback form for you associated school:
[Stepney All Saints Online Feedback Form](#)
[St Peter's London Docks Online Feedback Form](#)
[Stepney Greencoat Online Feedback Form](#)
- E-mail any comments or queries about the consultation to:

This consultation proposal and the process for providing feedback are also available online on the Tower Hamlets consultations page.

- Staff Only

As well as the above options, staff also have the option of consultations via briefing meetings at their respective schools. Consultation meetings with unions will be arranged on request. Information can be provided in other languages or in large print upon request.

- Please note that this is a consultation stage, and the proposed elements are subject to change.

6. What happens next?

The consultation period commences on **Monday 9th June 2025** and closes at **Monday 21st July 2025 at 1.00 p.m.**

The governing boards of St Peter's, Stepney Greencoat and Stepney All Saints will separately consider the views gathered from the consultation to inform their decision-making process. If all of the governing boards decide to go ahead with the proposal, the intention will be for St Peter's, Stepney Greencoat and Stepney All Saints to form a federation on **Monday 3rd November 2025**. After considering everyone's views, if the governing board of one or all of the schools decide not to pursue the federation, then the schools will continue to operate as they do now, and the schools will explore other partnership options.

Key Dates	
Monday 9 th June '25	Start of formal consultation on federation proposal
Between 9 th June – 21 st July '25	Consultation meetings held
Monday 21 st July '25	Close of formal consultation and date by which all written responses must be made
October '25	Full Governing Board meetings to consider all aspects of the consultation and vote for or against formally federating
Monday 3 rd November '25	If approved, commencement of federation and first meeting of new Federation Governing Board

PART II – Why federate?

7. Rationale for the All Saints Federation

We are a diverse family of schools committed to nurturing every child in character, faith and achievement. Rooted in the Church of England education and open to children of all faiths and none, we work together to shape confident, compassionate and capable learners who will lead change in East London and beyond.

7.1 Mission Statement: The All Saints Federation

“To achieve excellence and inspire generations the All Saints Way”

7.2 A Vision for Inclusive Excellence in East London

The All Saints Federation will bring together Stepney All Saints Secondary School, St Peter’s London Docks CE Primary, Stepney Greencoat CE Primary and future partner schools into an ambitious, values-driven family of schools. Anchored in the Christian ethos and educational ambition of all our schools, this federation aims to deliver excellence, inclusion and outstanding enrichment opportunities.

The All Saints Federation Vision - Learning, Inclusion Faith and Enrichment

Learning Excellence: Achieve high academic and personal standards for all learners, of all backgrounds.

Inclusion, Equity and Opportunity: Reduce barriers to achievement through collaboration, targeted support and innovation.

Faith and Values: Promote values that develop character, spiritual awareness and ethical leadership.

Enrichment: Serve as a hub of transformation for local families, churches and community partners.

The All Saints Federation Leadership will also focus on;

Sustainable Growth: Building a scalable, values-led model open to schools who share our ethos and commitment.

Learning	Inclusion	Faith	Enrichment
Excellence for all Aspirational Coaching culture Enhanced CPD Research based teaching and learning	Achievement and progress for all 'All-through' SEND provision High expectations and outcomes Highly trained and skilled staff	Serving the community Spiritual, Moral, Social, Cultural excellence (SMSC) Individual church identities - shared vision Founded to serve the poor of the parish Welcoming all faiths and none	Cultural Capital - the building blocks Focusing on the WHOLE child - not just data driven Exceptional experiences inside and outside of school Nurturing talent through extra curricula opportunities

7.3 Shared Values and Educational Purpose

While the federation is rooted in a Christian foundation, it welcomes collaboration with community schools that share a commitment to high expectations, inclusivity and social responsibility. Our approach fosters mutual learning and respect between church and non-church schools, encouraging meaningful partnerships while honouring the unique identity of each institution.

At the heart of the federation is the "**All Saints Way**", a model of integrity, ambition and compassion. The **LIGHT values** at St Peter's London Docks and Stepney Greencoat (Love, Inspiration, Grace, Hope and Truth) provide a firm foundation for all aspects of school life and are fundamental to our school culture.

7.4 Continuity, Partnership, and Equity Across Phases

The federation provides a coherent educational pathway from early years to secondary education, ensuring consistency in pedagogy, values and leadership. Stepney All Saints, as the lead Secondary school, offers strong academic infrastructure, leadership capacity and outreach potential to support schools across different contexts. Our primary schools provide firm foundations for excellent learning behaviours and achievement, knowing and nurture the whole child in preparation for their next stage of education. The outstanding leadership teams build a culture where everyone feels valued, motivated and empowered to contribute to the success of the students and their schools.

Through shared professional development, curriculum planning and governance, the federation will ensure that each school benefits from the collective strength of the group - while retaining its own unique identity.

7.5 Strengthening Community and Church Engagement

The federation model enables wider partnerships with both church parishes and local community groups, fostering cross-sector collaboration. Schools - regardless of their designation - gain access to a wider network of support, including pastoral care, family outreach and enrichment opportunities grounded in service and social justice.

7.6 Learning from Federation Success Across the UK

Drawing from models like the Leap Federation of Hackney, Weavers Federation of Tower Hamlets and the Federation of Church Schools of Shalfleet and Yarmouth, the **All Saints Federation** embraces the benefits of collaborative leadership, shared resources and inclusive values. Evidence shows that federations improve pupil outcomes, leadership sustainability and curriculum innovation - especially in urban and diverse settings.

The London Diocese Board for Schools (LDBS) policy encourages federation for schools after a partnership of 2 years. This is further reflected in the School Teachers Pay and Conditions document (STPCD), that recommends that Executive Head Teacher positions should be temporary for up to two years. Federation provides a more formal and structured approach.

8. Partnership Journey/Key milestones

The partnership between **Stepney All Saints CE Secondary School**, **St Peter's London Docks CE Primary**, and **Stepney Greencoat CE Primary** has been flourishing for three years, creating a robust and mutually beneficial relationship. This proposed formal link between the schools was initially considered in the wake of the past government's White Paper, which suggested that all schools should join a Multi-Academy Trust (MAT) by 2030.¹

While we've seen this close partnership flourish and acknowledge the benefits of formal collaboration, we do not currently plan to form a MAT. Instead, we believe a **federation** will provide the optimal structure to further enhance our collaborative initiatives, share resources effectively, and continue to enrich the experiences for students and staff across all three schools, without the full legal and structural implications of a MAT.

Some additional context regarding the policy landscape:

- **March 2022** - The previous Conservative government published "Opportunity for All: Strong Schools with Great Teachers for Your Child" White Paper, outlining an ambition for all schools to be part of a Multi-Academy Trust (MAT) by 2030.²
- **November 2023** - Working party established, containing stake holders from each of the three schools, to explore partnership options and to commission a Strength, Weakness, Opportunity and Threat (SWOT) analysis
- **March 2024** - SWOT analysis of Route A (Federation) and Route B (Multi Academy Trust) presented by leaders to working party
- **June 2024** - Leadership recommendation report

- **September 2024** – New government from July '25. Leaders at each school carry out due diligence in exploring establishing a MAT and meetings with LDBS external consultant.
- **November 2024** - Following a change in government, the new Labour government indicated that it is **not pursuing a policy of mandatory academisation** for all schools. While they will inspect MATs and aim to "smooth the differences" between academies and maintained schools, the emphasis is on improving educational outcomes rather than forcing structural change.
- **Spring 2025** - Meeting with Secondary and Primary Heads and LDBS external consultant Reviewed pros and cons for a MAT and Federation in current context
- **Summer 2025** - Leadership teams from all three schools met to explore the vision and values for the partnership
- **Summer 2025** - Heads called extra-ordinary FGB meeting to consider Federation as opposed to a MAT and voted on starting consultation process – all FGBs voted to proceed with consultation process
- **Summer 2025** Consultation document prepared and approved by FGB's.

9. Collaboration between the three schools

The two primary schools have been working with Stepney All Saint Secondary on a number of Partnership objectives including curriculum projects, inclusion, teaching and learning studies and exploring operation systems since September 2022

Benefits so far have included:

- Leadership development and experience.
- Collaboration on curriculum expertise.
- Joint strategy across curriculum areas.
- Shared church services.
- SENDCO working across Primary and Secondary.
- Primary Sports day supported by Secondary Sports leaders.
- Shared finance and HR resources.
- Enhanced CPD offer.

10. What Benefits Do We Expect?

Benefits for Children

- All children will be well supported by high quality provision in all schools.
- A wider range of enrichment activities including specialist dance, music, drama and sports.
- The opportunity to meet, interact, and learn with children from other schools and key stages.
- Enhanced social, sporting and academic opportunities delivered through a planned programme of curriculum events through the extended day.

Benefits for Parents

- Admissions arrangements in each school would remain the same - the schools subscribe to the Tower Hamlets admission protocols.
- Schools would continue to be inspected as single establishments and would publish individual test results so that all parents have a clear understanding of the strengths of each individual school.
- The schools would retain their own characteristics while maintaining a strong shared vision across the federation.
- The robust systems to ensure the best opportunities and outcomes for children would be sustained.
- The school communities can learn from each other and share good practice about how to develop parental engagement.

Benefits for the School Communities

- Each school would retain its individual identity while learning from each other, working together and innovating joint approaches.
- The names of the schools would stay the same.
- Working together would help to avoid unnecessary duplication of effort, support the drive for further efficient and effective use of resources and better value for money, and enable more time and resources to be dedicated to the core business of teaching and learning.

- The schools within the federation would continue to work with neighbouring schools in Tower Hamlets and beyond.

Benefits for staff

- Enhanced professional development opportunities for the staff in each school through a well-designed CPD offer.
- Providers of high-quality initial teacher training to support recruitment of high calibre staff.
- Excellent induction and support for early career teachers at the start of their teaching career with opportunities to gain experience in a forward-looking group of three schools.
- Greater opportunity to develop leadership skills at all levels through opportunities to work in all three schools and embed a coaching culture.
- Career pathways within the federation, leading to the retention of high-quality staff.
- Highly skilled and passionate leaders of subjects leading curriculum development and training across all three schools.

APPENDIX A

Frequently Asked Questions

Q: What is a federation?

A federation is a formal partnership between schools with a single governing body. The schools work closely together, sharing leadership, expertise and some resources, while keeping their own names and individual identities.

Q: Will the schools change names or uniforms?

No. Each school will maintain its name, uniform and unique character.

Q: Will my child's education be disrupted?

No. The goal of the federation is to improve educational outcomes through collaboration, not to interrupt or change day-to-day schooling.

Q: How does this affect admissions?

Admissions will continue to be managed by each school individually in line with their existing policies.

Q: What will happen to the current headteachers?

There are no planned changes to the current school leadership structures and existing school leaders will continue to play a key role in their schools.

Q: Will any staff lose their jobs?

No redundancies are planned. A federation often creates more opportunities for professional development, collaboration and career progression.

Q: How will finances be managed across the schools?

Each school will continue to receive and manage its own budget. A federation does not merge school budgets into one fund. However, schools may choose to share costs in specific areas e.g. joint training, IT systems, to save money or increase efficiency.

Q: Will Stepney All Saints' larger budget be used to support the other schools?

No. Funding from each school's budget will remain allocated for that school's use. There is no intention for Stepney All Saints to subsidise the other schools. However, where joint investment leads to shared benefits, the schools may agree to collaborate financially on specific projects or services. Any such decisions would be made transparently by the federated governing body.

Q: How will we ensure smaller schools are not overshadowed by the larger secondary school?

The governance structure will be designed to ensure fair representation from all three schools. Decision-making will be collaborative, and each school's needs will be considered equally. The aim is to mutually support, not to dominate

Q: Could federation help improve financial stability?

Yes. By working together, schools can reduce duplication of services and access better value from

joint procurement, shared staffing in specialist areas and pooled resources for enrichment activities.

Q: Will the schools still be inspected separately by Ofsted?

Yes. Each school will continue to be inspected separately and maintain its individual Ofsted rating.

Q: How can I have my say?

You can complete the consultation form, attend a stakeholder meeting or email your feedback to Consultations@stepneyallsaintsschool.com

Q: When will a decision be made?

Once the consultation period ends, all feedback will be carefully reviewed by the governing bodies. A final decision will be communicated to all stakeholders.

APPENDIX B

Consultation Feedback Form – All Saints Federation

We are consulting all stakeholders on the proposed Federation of Stepney All Saints CE Secondary, St Peter's London Docks CE Primary and Stepney Greencoat CE Primary Schools.

The governors of each school are keen to hear the views of all members of their school communities. Please complete this feedback form by **1pm on Monday 21st July 2025** and return it to your associated school by posting the form into one of the designated consultation feedback boxes found in the reception areas. Alternatively, you can complete an online feedback form for your associated school.

[Stepney All Saints Online Feedback Form](#)

[St Peter's London Docks Online Feedback Form](#)

[Stepney Greencoat Online Feedback Form](#)

1. Which school are you answering on behalf of? (please tick)

☐	Stepney All Saints Secondary School
☐	St Peter's London Docks Primary School
☐	Stepney Greencoat Primary School

2. What is your connection to the school? (please tick)

☐	Parent/Carer
☐	Staff Member
☐	Governor
☐	Local Resident
☐	Other (please specify)

3. How well do you understand what a school federation is? (please tick)

☐	Very well
☐	Somewhat
☐	A little
☐	Not at all

4. Do you agree with the proposed federation? (please tick)

☐	Yes, I support
☐	I am undecided
☐	No, I oppose

5. What benefits do you see in the proposed federation?

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6. What concerns do you have, if any, about the proposed federation?

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7. Do you have any suggestions or ideas to help ensure the federation is successful?

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8. Would you like to attend a stakeholder consultation meeting? (please tick)

☐	Yes - I'd like to attend a meeting
☐	Maybe - I'd like more information
☐	No, thank you

9. Optional: Please provide your name and contact details (email or phone number)

Name:

Email:

Phone Number:

APPENDIX C

Proposed Federation Structures

Please be aware that all proposed structures outlined in this consultation are currently subject to change and may evolve significantly as the consultation progresses and feedback is received.

1. Proposed All Saints Federation Governing Board Structure as of November 2025

If the governing boards of St Peter's London Docks Primary, Stepney Greencoat Primary and Stepney All Saints Secondary decide to federate, then the three boards will be dissolved and a new federation governing board will be formed.

The new governing board will be made up of 16 governors, including:

- The headteacher of the secondary phase and the executive headteacher of the primary phase.
- Two parent governors (open to and elected by parents/carers from all three schools).
- One staff governor (open to and elected by staff from all three schools).
- One LA governor (nominated by the LA and appointed by the governing board).
- One Portal Trust governor
- Nine foundation governors (a combination of London Diocesan Board for Schools (LDBS) and Synod).

The governing boards of each school recognise the importance of considering the specific character and structure of each member school and as such will ensure that all three schools are appropriately represented in the governing board.

Through a mix of governors and school leadership from all three school communities the federation board will achieve a strategic outlook that represents both the individual schools and the federation as a whole.

Associate Governors

In addition, governors will appoint associate governors, such as the school business manager, to support and advise the board and its committees. Associate governors do not have voting rights.

Governor Terms of Office

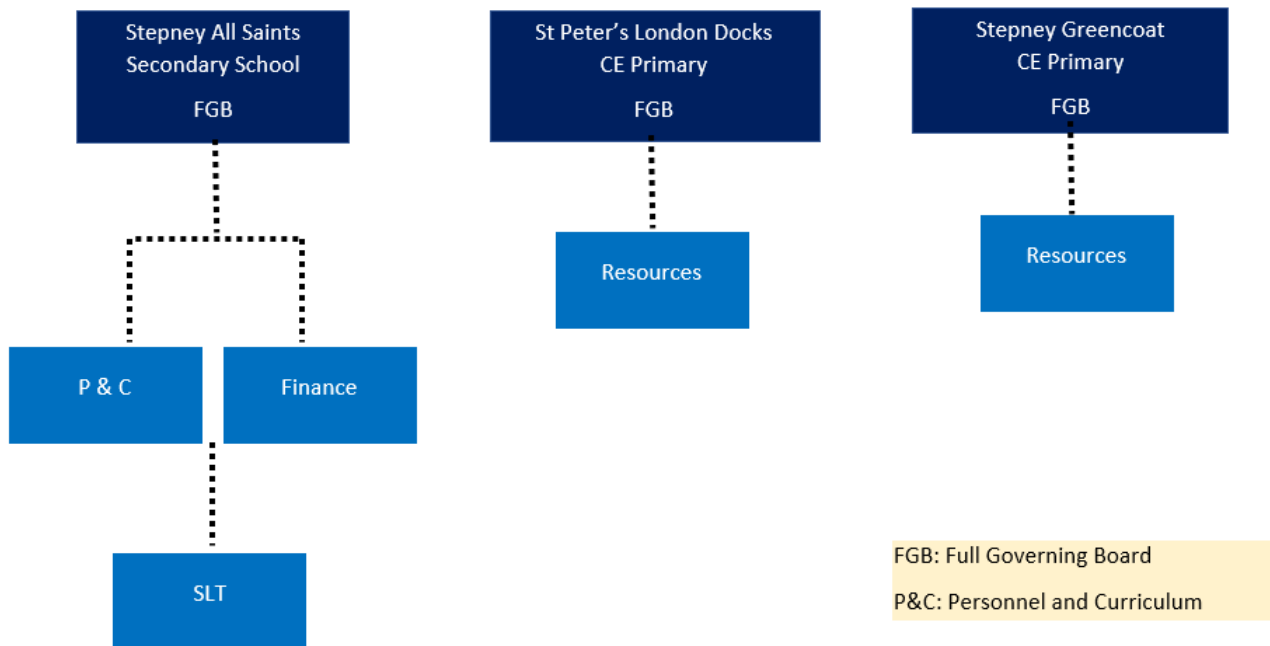
Apart from the executive headteacher of primary phase and the headteacher of secondary phase, who remain governor while in post, all governors serve for a term of four years.

School Boards

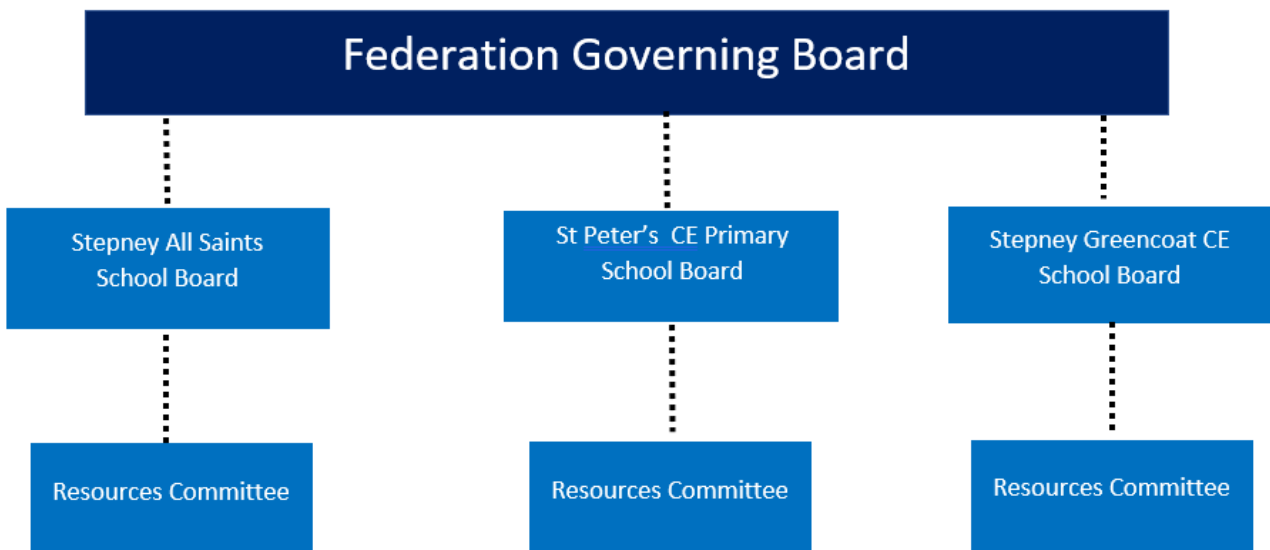
The new School Boards will be appointed for each school with a resources sub-committee. The federation board will determine how many committees it needs to work effectively.

This proposed committee structure will be reviewed annually to ensure it is working optimally and is providing sufficient connection to each school.

EXISTING GOVERNANCE



PROPOSED FEDERATION GOVERNING STRUCTURE



2. School Leadership under the proposed Federation

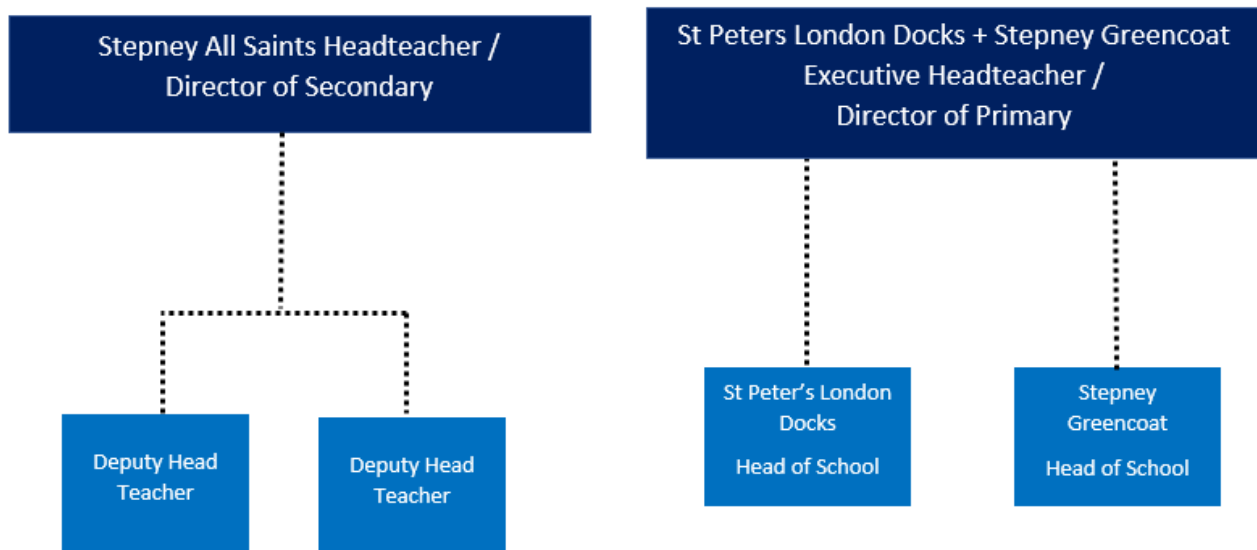
The Headteacher of Stepney All Saints Secondary will become Director of Secondary and the Executive Headteacher of St Peter's Primary and Stepney Greencoat will become Director of Primary. They will co-lead across the federation and be members of the federation board.

Each federation school will retain its own dedicated leadership team. This typically consists of:

- Head of school or Headteacher.
- Deputy Head(s).
- Assistant Head(s).
- Dedicated SENDCO.

The leadership structure above may vary between schools based on their size and needs. Leaders often hold multiple roles, such as Head of School also serving as Safeguarding Lead, to ensure that all responsibilities are effectively managed.

PROPOSED MANAGEMENT STRUCTURE



3. Details and examples of the Financial Benefits

Continued partnership and the future federation offer numerous ways of achieving more within a constrained budget, making savings in some areas and delivering more through joint purchase power.

Teaching and Learning

- Specialist teaching staff can be shared across a wider group of schools e.g. creative arts facilitators.
- Existing expertise in subject leadership can be shared across schools to support teaching and learning and enhance CPD.

Support and Leadership

- Site management and maintenance can be shared across the group of schools, enabling savings.
- Leadership support across the group of schools allows for partnership wide strategy, dedicated teams focusing on areas of development and opportunities for peer support for all levels of leadership e.g. experienced early years lead inducting a new EYFS lead in partner school or school business managers collaborating on finance reports.

- The executive headteacher (primary director) develops and supports the head of school in each primary and acts as a mentor to develop and strengthen the individual school teams.
- The co-leaders have representation in key local authority groups and have opportunity and influence

Greater Leverage

- Purchasing services across three schools allows for greater leverage and 'best value' from suppliers.
- Using common systems and approaches, costs of software, training and maintaining processes can be significantly reduced and effectiveness increased.

APPENDIX D

D. Useful Links and Further Information

More information on the three schools can be found at:

<https://stepneyallsaints.school/>

<https://www.splds.org.uk/>

<https://www.stepneygreencoat.towerhamlets.sch.uk/>