



Emmanuel Partnership FAQ - 29th June 2023

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Partnership:

Why have we chosen to enter a partnership?

Following the announcement of Miss Burns' intention to step down as Headteacher at Emmanuel School, the Governors began working with the London Diocesan Board for Schools (LDBS) and Camden to identify the best options for leadership at Emmanuel. The purpose of the process was to ensure the school has experienced leadership alongside a strong commitment to preserving Emmanuel's distinctive ethos.

The options for consideration were: 1) to recruit a substantive Headteacher to replace Miss Burns; 2) to enter a partnership with another local school; or, 3) to put in place interim arrangements. The Governors looked to maximise our options by placing an advert for a Headteacher and simultaneously securing introductions to local schools interested in forming a partnership.

Once all information was available for review, the Governors assessed the available options to determine which outcome would provide the best opportunities for the future of Emmanuel. We concluded that joining the partnership already established by Hampstead Parochial and Holy Trinity presents the best option for preserving Emmanuel's ethos and aligns with the values we hold important at Emmanuel.

Why are we working with Hampstead Parochial and Holy Trinity?

As part of the evaluation process, the LDBS introduced us to the Governors at Hampstead Parochial and Holy Trinity, who have been in successful partnership together for two years, and who are renewing their partnership for a further three years. Both schools are local Church of England schools with similar ethos and Christian values to Emmanuel School, and a strong Executive Headteacher capable of overseeing the partnership.

We convened a representative panel of parent, community, Emmanuel PCC and LDBS Governors to conduct a rigorous interview process. We were joined by our school advisers from Camden and LDBS, who offered guidance and input from other school recruitment exercises. The panel met separately with the Executive Headteacher of the partnership and the Head of School candidate, where each candidate had the opportunity to share a presentation and respond to a number of interview questions. The Governors were impressed with the qualifications and track record of the Executive Head and the Head of School candidates and reassured that the distinctive ethos of Emmanuel would be preserved.

You can find out more about [Hampstead Parochial](#) and [Holy Trinity](#) on their websites (linked).

What will happen in the short term?

29 th June	Initial announcement and initial release of Frequently Asked Questions
30 th June	Video messages from the new SLT and Chair of Governors
6 th July	2.45pm Parents' introduction to Mrs Hall and Miss Roscoe, in school
6 th July	4.30pm International Evening - informal time to meet Mrs Hall and Miss Roscoe
14 th July	v2 FAQs, addressing any further questions.



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In September:

- Mrs Hall will become Executive Headteacher of Emmanuel, Hampstead Parochial and Holy Trinity
- Miss Roscoe will become Head of School at Emmanuel and will be the 'go to' person for day-to-day matters previously dealt with by Miss Burns.

Parents will continue to speak to class teachers in the first instance and then Miss Roscoe when required.

Whilst Mrs Hall will be spending a share of her time at each of the schools in the partnership, she will be at Emmanuel a portion of every week. You and the children will see her regularly, and the staff teams will benefit from her knowledge and experience.

What are the benefits of a partnership?

The aim of the partnership is to capitalise on and maximise the benefits of the resources, skills and expertise of all schools, with the combined goal of continuing to ensure a high quality of education in each school.

For Emmanuel, the partnership will provide an experienced and capable Executive Head and two nearby partner schools with whom to share knowledge and resources. Importantly, the partnership will also allow the senior leadership team to continue running the school on a day-to-day basis.

The teachers and teaching assistants in each year group will have an opportunity to share ideas, best practice and materials with their counterparts in the partnership schools. It will make both/all schools more attractive when recruiting staff, especially senior leadership staff. New staffing or resources that might have been unaffordable for each school in isolation might become affordable when shared.

Emmanuel's healthy school roll and waiting lists meant that financial considerations were not a major driver for our decision, although financial discipline is critical for all schools at a time of severe funding pressure across the sector. Our priority was to ensure the quality of education, preserve the ethos of Emmanuel, and to focus on skills and expertise the candidates could bring to Emmanuel. Ultimately, the partnership presents financial opportunities and no material risks or drawbacks for Emmanuel.

Hampstead Parochial Church of England Primary School and Holy Trinity Church of England Primary School are LDBS schools similar to Emmanuel in ethos and governance. They are local, only 15 minutes' walk away.

In summary, the Governors consider that there are both *general* benefits from partnership, and *specific* benefits from *this* partnership, with nearby and well-aligned Church of England schools.

Is a partnership between schools unusual?

Partnerships between schools are increasingly common in inner London and across the country. They are set up for a number of reasons. These might include:



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- Enabling small schools to share resources and expertise to make the most of restricted school budgets
- The teachers and teaching assistants in each year group will have an opportunity to share ideas, best practice and materials with their colleagues in the partner school
- An excellent professional development opportunity for subject leaders

Our partnership is based on a shared agreement, but there is no change to the legal structure of any school.

How will the partnership affect admissions?

The admissions policies of each school will remain unchanged. There will be no special transfer arrangements for pupils between the schools.

What will be different for the children and staff at Emmanuel?

The children will continue to be taught the same curriculum. Teaching staff will still be contracted to work at their existing school. Staff may have an opportunity to work across sites to share expertise and for career growth, but will be under no obligation to do so, and this will only be considered where there are benefits to the children.

As the partnership develops, we anticipate that additional specialist teaching may become available, along with opportunities for professional development of Emmanuel staff, as may other extra-curricular opportunities, such as after-school clubs and visits.

What will be the same for the children and staff at Emmanuel?

While there will be some changes, most of the familiar aspects we love about Emmanuel will stay the same. The school uniform will not change, and the links to Emmanuel Church and the local community will be protected and developed. The existing Governing Body will continue to be responsible for the oversight of Emmanuel, and Emmanuel's distinct ethos, vision and values will remain the same. The PFE will continue to feature strongly in social activities to bring us all together to celebrate the seasons at Emmanuel.

Will there be any other staff changes at Emmanuel?

There are often changes to staff arrangements which happen each year, regardless of the partnership. These changes may mean that some teachers become responsible for a new year group, and some staff will voluntarily move on to new accept new opportunities outside of Emmanuel. As in previous years, these changes will be announced at the end of the Summer term, where the children will have the opportunity to spend time with their new teachers in readiness for the start of the Autumn term.

Will there be a reduction in staff or redundancies at Emmanuel due to the partnership?

Each school in the partnership will continue to operate independently, with no plans to reduce staff at Emmanuel due to the partnership.



Will the partnership affect the school in other ways?

The Vision and Values of each school will remain distinct and unchanged. Each school will maintain their own local policies and procedures, aligned to Camden and National policies and the values of each school.

Where opportunities to share training, teachers or resources appear, they will be considered and developed on their own merits.

If the other schools in the partnership don't have a nursery school offering, will Emmanuel close theirs?

The Governors of Emmanuel believe that the nursery provision is an important part of the local school community and have no plans to change the nursery offering as long as there is a need for the service.

How will governance of the schools be affected?

All schools will continue to have independent governing boards. Each board will remain responsible for the development of their school. There will be a regular meeting between the Chairs of all schools, the LA, LDBS and Executive Headteacher to monitor the progress of the partnership.

How will budgets and costs be managed? Is there special funding available?

The finances of all schools will remain independent and ringfenced. Surpluses or deficits cannot be shared or transferred across partnership schools. Resources used by one school but supplied by the other will be billed as appropriate and at arm's length.

There is no special funding available to support a partnership, but the cost for the Executive headteacher will be split between the three schools. This will mean that we are then able to support other members of the senior leadership to develop in their own posts, thereby creating our own leaders of the future.

We will split costs of training in which staff from all schools can participate between the schools (offering a saving to all).

There are no ongoing additional costs to cover that relate specifically to the partnership.

How will the partnership be assessed?

As a Governing Body, our primary concern is the outcomes for children at Emmanuel, and to ensure that the school has the ability to support your child/ren to be happy and to flourish. We will continue to monitor closely the progress that children are making in every year; we expect and will be looking for progress to improve even further across the spectrum of pupil abilities. We will also look to develop measures to monitor more than academic progress.

In time we will look for more comprehensive benefits from the partnership, including access to resources, recruitment and retention, improved professional development opportunities for our teachers and support staff and enhanced opportunities for learning and enrichment for our pupils.

Assessment of the partnership will take place regularly by a joint committee of the Governing Boards of all schools. The LDBS and LA will be involved in these meetings to support the transition into the partnership.



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How long will this partnership last?

The partnership is expected to last for three years. If it continues to be successful, it may be renewed after a formal review has been concluded in April 2026. A decision will be taken then whether to renew, dissolve or potentially evolve the partnership. The partnership can be terminated early by mutual consent, and any expansion of the partnership requires unanimous agreement.

In the event the partnership is dissolved, Mrs Hall will remain as Executive Headteacher of Hampstead Parochial and Holy Trinity schools, while Miss Roscoe would remain as a member of Emmanuel's SLT and a potential candidate for a role as substantive Headteacher. Emmanuel Governors would be free to consider the appointment of a substantive Headteacher or to seek a new partnership with another school.

Will the school be better off financially or are my donations to school and the PFE still as important?

The finances of all schools will remain independent, and where the majority of our budget is made up of staffing and premises costs, will largely remain unchanged as part of the partnership. The financial landscape will remain challenging for Emmanuel, as outlined in the recent fundraising message shared by Miss Burns. If you are in the position to afford a donation; whether that's a one-off or a more regular donation, this is still very important for supporting additional opportunities at Emmanuel. To set up a monthly donation, please use this link:

<https://cafdonate.cafonline.org/22695>.

Will Emmanuel be doing events, like the sports day or music concerts, with the other schools?

Each school in the partnership will continue to operate their own events and activities as they do today. Sporting and music events currently shared with other Camden schools will continue to be arranged as they have been in the past. Additionally, opportunities for further co-operation within the partnership will be explored when this is considered beneficial for everyone.

Leadership

Executive Head & Head of School: What's the difference?

We're all familiar with the role of the Headteacher in our schools. With the landscape of school leadership in London changing over the years, new roles and opportunities have become available for both schools and for staff progression within schools. The new roles we'll see at Emmanuel will be:

Executive Headteacher

An Executive Headteacher is responsible for the management of more than one school and is the strategic leader for all of the schools in the partnership. The Executive Headteacher will regularly visit all of the schools in the partnership, and will oversee the standards, attainment and finances of the school to ensure the highest outcomes are achieved.

Head of School

Where there is an Executive Headteacher in post and is responsible for the management of more than one school, the Heads of School are responsible for the effective general management of each school and the quality of teaching and learning within that school. The Head of School is responsible



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for the day-to-day management and smooth running of the school. Each school in the partnership will have their own independent Head of School dedicated to the needs of the school.

Executive Headteacher: Who is Mrs Hall and what will she do?

The new three-school partnership will be led by Laura Hall as Executive Headteacher. Mrs Hall led Hampstead Parochial and Holy Trinity into partnership two years ago and has begun to deliver the benefits available to schools who invest thoughtfully in greater collaboration. She has done this whilst protecting the individual and 'small school' ethos of two very different schools, each of which is much loved by its local community.

Mrs Hall works with the Governors and Miss Roscoe (Head of School) to plan for the school's further improvement through the School Development Plan.

Mrs Hall will not be at Emmanuel every day but will spend time each week getting to know the pupils, staff and parents and will be working closely with Miss Roscoe.

Head of School: Who is Miss Roscoe and what will she do?

Emmanuel's new Head of School will be Kate Roscoe. Miss Roscoe is currently the acting Head of School at Hampstead Parochial. She has a strong track record in teaching and learning and a great passion for music. Mrs Hall shares with Emmanuel's Governors a clear sense of how our school's Christian vision – 'Life in all its fullness' – balances strong aspiration with a commitment to giving our children a broad grounding for their future.

Miss Roscoe is your 'go to' headteacher. She works with the governors and Mrs Hall to plan for the school's further improvement, ensuring Mrs Hall is fully informed of all aspects of what's happening "on the ground".

Miss Roscoe is the day-to-day headteacher of the school. She will lead Collective Worship, will be on the gate in the mornings and afternoons and will be visiting classes regularly to see all the great learning going on. Miss Roscoe will be at Emmanuel every day.

How will Miss Burns transition her responsibilities to Miss Roscoe and Mrs Hall?

Miss Roscoe and Mrs Hall will spend time with Miss Burns leading up to the end of the school year to familiarise themselves with the staff, children and day to day activities at Emmanuel. Members of the current school leadership team will participate in the transition, and will continue to support Miss Roscoe and Mrs Hall in the next school year.

Who do I speak to if I have a concern about something in school?

Parents will continue to speak to class teachers in the first instance and then Miss Roscoe when required.

What do I do if I have questions that aren't answered here?

If you have any further questions, please send them via email to the Governing Body at admin@emmanuel.camden.sch.uk. We will publish an updated FAQ to the Emmanuel school website three weeks after the announcement to cover any additional questions which may arise.