

Chief Officer Decision Notice

For non-key decisions



Notice is hereby given that the following Chief Officer Decision has been made, as delegated by the Cabinet/Cabinet Member or under their delegated authority in the Council's Constitution.

1. NOTICE FOR PUBLICATION

Title of decision	Outcome of the pre-publication proposal to amalgamate Whitehall Infant School and Whitehall Junior School – Spring 2026
Name and Title of Chief Officer(s) making the decision	Julie Kelly – Corporate Director Children's Services
Directorate	Children's Services
Reference No.	1642
Date of decision	19 February 2026
Relevant Ward	Uxbridge

Details of Decision Taken

Decision	<p>The Chief Officer agrees to:</p> <ol style="list-style-type: none">1. Review the responses to the Stage one: consultation, proposal to amalgamate Whitehall Infant School and Whitehall Junior School.2. Officers progressing to the next stages of the statutory process for the proposed amalgamation as per Making significant changes to maintained schools and Opening and closing maintained schools and conducting a formal consultation3. The publishing of a statutory proposal on the Hillingdon Council website, and a brief notice containing the website address of the full proposal to be published in a local newspaper, as well as a period of representation which would start on the date of publication of the statutory proposal and must last for 4 weeks.
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Reason for decision	<p>To approve the request to progress to the next stage of the statutory process following the stage one consultation proposal to amalgamate Whitehall Infant School and Whitehall Junior School. The Chief Officer for Children’s Services has delegated authority to make this decision</p> <p>This stage is a statutory requirement to consult any parties the proposer thinks appropriate before publishing any proposals under section 15.</p>
Alternative options considered and rejected	<p>Alternate options considered were:</p> <ol style="list-style-type: none"> 1. Do nothing and the two schools would continue to operate as separate entities. This would not provide the required security for the schools or benefits to families outlined in the proposals. 2. Federation was considered instead of amalgamation. However, in this model, each school would retain its own leadership team but operate under a single executive headteacher, and governing body. This would not provide the required security for the schools or benefits to families outlined in the proposals.
Factors considered	<p>A pre-publication consultation was carried out from Tuesday 20th January to Friday 13th February 2026 to gather views on the potential proposal to amalgamate the two schools from a range of stakeholders in line with the Department for Education (DfE) guidance.</p>
Report Author & Directorate	<p>Abi Preston - Director of Education & SEND Gary Binstead – Head of Education & SEND Commissioning</p>

Legal and Finance Comments

Finance comments	The amalgamation has no impact on the Council's General Fund, as all financial implications are contained within the Dedicated Schools Grant (DSG).
Finance Officer name and Title	Pamela Hawtree, Lead Finance Business Partner Luisa Hansen, Head of Finance – Children and SEND
Legal Comments	There are no legal impediments to the proposed decision.
Legal Officer Name and Title	Brendan Molloy, Head of Legal - People

Appendices / report attached

List here any report / appendices / e.g. tender evaluations or other documentation to be included in support of this decision	<u>Opening and Closing maintained schools</u> <u>Making significant changes ('prescribed alterations') to maintained schools.</u> Appendix 1 - <u>Hillingdon Infant and Junior Amalgamation Policy – September 2022</u> Appendix 2 - Whitehall Infant School – Financial Benchmarking and Insights Tool Appendix 3 - Whitehall Junior School – Financial Benchmarking and Insights Tool Appendix 4 - Proposal for pre-publication Appendix 5 - Frequently Asked Questions Document Appendix 6 - Presentation for Information Sessions Appendix 7 - Academic Research of the benefits of Amalgamation
Exempt Classification	Report / appendices to be made public

Cabinet Member & other Chief Officer consultation

Name and Title of any other Chief Officer(s) you have consulted with and as per any delegation.	N/A
Name and Title of the Cabinet Member you have consulted, and as per any delegation	N/A

<p>Any conflicts of interest declared by the Chief Officer making this decision and/or Cabinet Member who is consulted by the officer which relates to the decision - or if dispensation by the CEO was granted to them.</p>	<p>N/A</p>
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Authority for this decision

<p>Detail authority from Cabinet or under delegated authority in the Constitution / Officer Scheme of Delegations</p>	<p>The Corporate Director for Children’s Services has delegated authority to approve this proposal.</p>
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2. APPROVAL

Formal approval by Chief Officer making the decision

Signed 

Date: 19 February 2026

Julie Kelly – Corporate Director Children’s Services

3. REPORT

REPORT STATUS

Public

SUPPORTING INFORMATION

The Council, and schools are expected to consider the long-term vision of each school, ensure the best outcomes for our children and young people, and the sustainability of schools. Part of this responsibility is to continue to:

- improve and provide the best possible education and care for every child;
- provide an excellent working environment and experience for staff; and
- support and work with their local community

Officers see a range of benefits in combining the existing schools into a new primary school through the statutory amalgamation process, which include:

- A consistent approach to the ways in which children are taught and supported, recognising the current strengths of both schools.
- Increased opportunities for children in all key stages to come together for pastoral, social and creative activities.
- Consistency of parental involvement throughout the primary phase of education by having the ability to foster longer-term relationships with families within one school.
- Communication between school and parents will be simplified, especially for parents with children in both schools. It would remove any duplication and ensure a joined-up approach for events, training and other matters.
- Removes the need for parents to apply for a place at the Junior School as children would automatically continue their education as part of one Whitehall school.
- Increased career development opportunities for staff through the sharing of a wider range of expertise and the possibility to gain experience and an understanding of all Primary Key Stages.
- Greater opportunity for cost effectiveness through economies of scale e.g. in purchasing, ensuring the best provision possible for the children;

Both Whitehall Infant School and Whitehall Junior School are community maintained schools located in the Uxbridge ward and were both graded 'Good' at their last Ofsted Inspection. Whitehall Infant School was inspected in November 2024 and maintained its grade from the full inspection in March 2015, and Whitehall Junior School was inspected in June 2023 and maintained its grade from the full inspection in September 2014.

Both of these schools are located adjacent to each other and effectively share one site. As they are community maintained schools, this means they are both maintained by Hillingdon Council and the Council owns the buildings and the land. The Local Authority is also responsible for determining the school admission arrangements for both schools.

The Hillingdon Infant and Junior Amalgamation Policy, September 2022, (see **Appendix 1**) states that “The London Borough of Hillingdon will require Governing Bodies of all separate infant and junior schools to consider amalgamating their two linked schools when one or more of the following ‘trigger circumstances’ occur, unless there are compelling and overriding reasons”

A) A headteacher vacancy arises in either or both schools.

- B) Total pupil numbers in either school are 25% or more below the Published Admission Number.
- C) Ofsted inspection in one of the schools identifies a ‘Requires Improvement’ judgement.
- D) One or both of the schools cannot set a balanced budget or has financial problems.
- E) One or both of the schools involved is judged to be a ‘School causing concern’ by the London Borough of Hillingdon.
- F) One or both schools have PANs or are recruiting at below two forms of entry – making the individual schools relatively small and at risk of becoming unviable within the Hillingdon funding context.
- G) Other pressures whereby the educational provision would be improved through amalgamation such as provision of SEN support, staff recruitment and retention or issues linked to the buildings.

Following the announcement that the Headteacher of Whitehall Infant School would be retiring in August 2026, the schools met trigger A as listed above. Initial discussions were then held with both governing bodies to outline and explore the potential for amalgamation.

The potential of amalgamating Infant and Junior schools in line with the amalgamation policy, has been discussed with schools over the last few years at various collective and individual meetings, and schools have been made aware that the Council would propose this solution under the appropriate circumstances.

Both schools have been affected by the ongoing decline in the birth rate across Hillingdon, which has resulted in Whitehall Infant School and Whitehall Junior School reducing their Published Admissions Numbers from 120 (4FE) to 90 (3FE) from September 2025.

Whitehall Infant School

Whitehall Infant School						
Census	Whole School PAN	Pupils on Roll				% Vacancies
		R	Yr 1	Yr 2	Total on Roll	
Oct-20	360	93	115	86	294	18%
Oct-21	360	100	96	114	310	14%
Oct-22	360	100	107	95	302	16%
Oct-23	360	90	99	102	291	19%
Oct-24	360	87	102	98	287	20%
Oct-25	330	86	88	105	279	15%

*The October 25 figure shows a reduction of 30 in the PAN, as PAN changes only take effect in the year of entry, which in this case, is Reception

Whitehall Junior School

Whitehall Junior School							
Census	Whole School PAN	Pupils on Roll				% Vacancies	
		Yr 3	Yr 4	Yr 5	Yr 6		Total on Roll
Oct-20	480	103	87	104	88	382	20%
Oct-21	480	86	99	87	106	378	21%
Oct-22	480	116	88	93	88	385	20%
Oct-23	480	90	115	89	90	384	20%
Oct-24	480	109	87	118	85	399	17%
Oct-25	450	96	110	91	122	419	7%

*The October 25 figure shows a reduction of 30 in the PAN, as PAN changes only take effect in the year of entry, which in this case, is Year 3.

Proposal

The process of amalgamation is a technical process to join 2 schools together and, in order to conduct the process in a legally compliant manner, the Council are required to use appropriate technical language. However, it is important to note that:

- No children will be displaced as a result of the proposed amalgamation
- There will not be a change in pupil numbers as a result of the proposed amalgamation
- No buildings or property at the school sites will be closed, removed, developed or sold as a result of the proposed amalgamation
- Children will continue to be educated at the same site by the same staff

The report recommends proceeding to a formal consultation by publishing a statutory notice proposing to expand the age range at Whitehall Junior School and to technically close Whitehall Infant School, bringing the two together as a single primary school. The newly expanded Junior School would be renamed (with the final choice of name to be determined by the school), thereby completing the amalgamation.

Public Sector Equality Duty

The council will take due regard to the potential impact of the proposals throughout the formal consultation process and consider whether a full Equality Impact Assessment is required.

Financial Implications

If the schools amalgamate, the combined school will only be eligible for one lump sum in the future (an allocation from the Dedicated Schools Grant provided to individual schools to support fixed costs that is currently £159,662 a year – based on the budget for 2025/26).

As outlined in the *Schools Operational Guide: 2025 to 2026 (GOV.UK)*, when two schools amalgamate after 1 April 2025, the newly formed school will receive funding equivalent to the combined formula funding of the predecessor schools for the relevant portion of that financial year. This includes receiving the combined lump sums for the remainder of the first year, and 70% of the second lump sum in the following year. Local authorities may apply to provide an additional year of protection, subject to discussion and agreement with Schools Forum.

The financial implication of the amalgamation of the two schools will be the eventual loss of the lump sum income usually available per school. The school can, however, benefit from better economies of scale which could mitigate the impact of this loss. In addition, the planned retirement of the headteacher at the Infant school will create a natural saving, reducing leadership costs without the need for restructuring or redundancies. The combined school (as a primary school) would receive the same lump sum payment as all other primary schools across Hillingdon if amalgamation is approved. No other funding will be affected as part of this proposal.

The amalgamation will have no impact on the Council's General Fund, as all financial implications are contained within the Dedicated Schools Grant (DSG). The proposal does not require additional Council funding or create any new pressure on the General Fund.

RESIDENT BENEFIT & CONSULTATION

The benefit or impact upon Hillingdon residents, service users and communities?

Consultation & Engagement carried out

The Local Authority is following statutory guidance set out by the DfE in [Opening and closing maintained schools](#) and [Making significant changes \('prescribed alterations'\) to maintained schools](#). This sets out an expectation that interested parties are consulted informally prior to publication of a statutory proposal and formal consultation, and so a period of informal consultation was carried out between Tuesday 20th January 2026 and Friday 13th February 2026.

An informal consultation document (see **Appendix 4**) and frequently asked questions document (see **Appendix 5**) was made available in hard copy and electronic form, that outlined the proposals and relevant background information. Hard copies were made available on request from the Local Authority. This information was sent to both Headteachers and Chair of Governors to share with parents of all children attending both schools on Monday 19th January 2026 on how to access the consultation document and submit a response.

Information about the informal consultation and a survey about the proposals was included on the Hillingdon 'Have Your Say' webpage.

Three on-line consultation meetings were hosted by Local Authority officers that provided parents/carers, staff, governors and members of the public the opportunity to comment on and ask questions about the proposals. One of these events was reserved for school staff only. A summary of dates and attendees is set out in the table below:

Information Session Date	Information Session Time	Attendees	Number of Attendees
Monday 26 th January 2026	4:00 pm to 5:00 pm	Virtual Staff Meeting	47
Wednesday 28 th January 2026	12:30 pm to 1:30 pm	Virtual Public Meeting	7
Wednesday 28 th January 2026	5:00 pm to 6:00 pm	Virtual Public Meeting	9

Please see **Appendix 6** – Information Session Presentation for a copy of the presentation used at the events.

Queries from the information sessions have been addressed in the section on themes below.

Parents, carers, staff, governors and members of the public were also invited to share their views by responding to the consultation by any of the following ways;

- completing the on-line consultation form
- writing directly to the Council
- attending an on-line event

Responses from the consultation process

90 responses were received in total during the consultation period with 90 submitted via the online questionnaire, 0 via email and 0 via post. The responses are summarised below.

Online Questionnaire responses are summarised below:

- Respondents were asked if they agreed with the proposal
 - Yes – 52
 - No - 29
 - Don't know – 9
- Comments provided by respondents are included in the section below

- **90** respondents have confirmed their interest in the proposal as:
 - A parent/ Carer/guardian – 69
 - A staff member – 15
 - A local resident – 2
 - Prefer not to say – 2
 - Other – 2

- **90** respondents confirmed whether they have children under the age of 18 living in their household.
 - None – 11
 - 1 child – 21
 - 2 children – 34
 - 3 children – 13
 - 4 children - 5
 - 5+ children – 5
 - Didn't answer - 1

- Respondents were invited to state which school(s) their child(ren) currently attend are set out below:
 - Whitehall Infant School - 57
 - Whitehall Junior School – 43
 - Other Secondary school in Hillingdon – 10
 - Out of borough Secondary School – 2
 - N/A - 12

(please note that some respondents have more than 1 child)

Themes

1. Educational Benefits and Consistency

- A large proportion of respondents (59%) were supportive of the proposed amalgamation to bring the two schools together and that it will have a positive impact, promoting more consistent teaching practices and supporting both schools to improve outcomes and strengthen their reputation within the local community

2. Loss of Funding and Resources

- Some respondents are concerned that the amalgamation will lead to a significant reduction in the school's budget, which could negatively impact the quality of education, staffing levels, and extracurricular activities

The local authority recognises the concerns regarding funding. Based on the financial benchmarking information, and the retirement of the Infant school Headteacher, if the proposed amalgamation goes ahead, council officers will work closely with the school to identify opportunities for additional efficiencies and savings. The funding for the school would be in line with other Primary schools across Hillingdon.

3. Communication Consistency and Parental Engagement

- Some respondents felt that consistent communication would be needed for staff, parents, guardians and carers to stay informed of updates and were keen for additional channels to be developed for feedback.

If the proposal is approved by Cabinet, the new Primary School will implement a unified communication strategy supported by a single, fully integrated website. This will ensure that parents, carers, guardians, and staff receive timely, consistent, and accessible updates about school developments, key events, policies, and day-to-day information. The approach will help create clearer lines of communication across the whole school community and reduce inconsistencies that some respondents believe currently exist between the being two separate schools.

4. Concern about the loss of the Infant School's unique identity and early-years expertise after amalgamation

- Some respondents expressed worry that merging the Infant School with the Junior School may diminish the strong family-centred ethos and specialist early-years knowledge that currently characterise the Infant School. They felt this could negatively affect the outcomes for younger children and their families.

The local authority recognises the high-quality early-years practice and strong pastoral ethos that the Infant School has developed including the Early Years provision. Preserving and embedding this expertise within the new primary school would be a priority for the school if the amalgamation was approved.

To support this, leaders and staff from the Infant and Junior schools are fully involved in shaping the new school structure, culture, and curriculum. The aim is to ensure that existing strengths are not only retained but shared more widely across the school. Senior leaders from the Infant school would continue to champion early-years, maintain family-focused values, and support colleagues to deliver continuity of practice.

Through this collaborative planning, shared professional development, and a leadership model that values the Infant School's existing expertise, the new primary school will be well placed to sustain and build upon the positive outcomes currently achieved for children and families.

5. Safeguarding Educational Standards

- Several respondents raised concerns that, should the Whitehall Schools amalgamate, the Local Authority would need to provide increased support and oversight to ensure that educational standards area maintained and do not decline.

The Local Authority recognises the importance of sustaining high educational standards at all times, and has a team of advisors who support schools. It is also worth highlighting the strong performance of both schools in their recent Ofsted inspections, which presents a positive opportunity to unite two 'Good' schools. Should Cabinet approve the proposal to amalgamate the Whitehall Schools, the Local Authority would continue to support the new primary school as required, and requested by the school leadership team.

6. Potential impact of altered routines on children with EHCPs, SEN-registered pupils, or those with additional needs

- Several respondents expressed concerns that children with EHCPs, those on the SEN register, or those with additional needs could be adversely affected by changes to routine and environment.

The Local Authority acknowledges the need for stability, consistency, and tailored support for children with EHCPs, those on the SEN register, and pupils with additional needs. Both Whitehall Infant and Whitehall Junior School already have strong experience in supporting pupils with and without additional needs as they transition between the two settings. We do not expect the proposed amalgamation to impact children, and the school would continue with the current routine and environment.

7. Great Efficiencies achieved through amalgamation

- Some respondents believe that amalgamating the schools will lead to more efficient use of resources and cost savings. They argue that a single, larger school can benefit from more shared resources and staff, reducing duplication and lowering operational costs.

The Council agree that there is the opportunity for efficiencies and details can be found in **Appendix 7** and in the supporting documents, including financial, communication, and learning efficiencies.

Next steps

Subject to Chief Officer approval, the following steps would be taken:

- Publication of statutory proposal notice and start of formal consultation
- Formal consultation closes
- Report presented to Children, Families & Education Select Committee for review
- Final decision by Cabinet

The above would allow for further engagement with the schools, parents and carers, and the wider community to share details of the proposed amalgamation if agreed, to enable Officers to answer any questions and listen to the concerns and comments of all stakeholders and respondents.

Cabinet would be required to make a decision on this proposal within two months from the end of the formal representation period.

CONSULTEE COMMENTS

Corporate Finance comments

Corporate Finance have reviewed this report and concur with the Financial Implications set out above, noting the recommendation to progress to the next stage of the statutory process to amalgamate Whitehall Infant School and Whitehall Junior School.

Furthermore, it is noted the amalgamation will have no direct financial impact on the General Fund, all the financial implications are contained within the Dedicated Schools Grant.

Legal comments

There are no legal impediments to the recommendations within the report.

Property comments

N/A

Comments from other relevant service areas

N/A

BACKGROUND PAPERS:

[Opening and Closing maintained schools](#)

[Making significant changes \('prescribed alterations'\) to maintained schools.](#)

Financial Benchmarking and Insights Tool

Financial Benchmarking and Insights Summary 2024 - 2025: **Whitehall Infant School**

This is the financial benchmarking and insights summary for your school. It captures highlights of your school's spending compared with a number of similar schools (see below).

This summary uses financial data from the Consistent Financial Reporting return and staffing data from the School Workforce Census for 2024 - 2025.

This summary is intended for school leadership and governance teams, with the intention of stimulating discussion on where resources may be used more effectively.

It is highly recommended that you use the [Financial Benchmarking and Insights Tool \(/school/102411\)](#) to carry out more in-depth benchmarking for your school.

Key information about your school

In year balance

-£239,695

Revenue reserve

-£166,809

School phase

Primary

Your spend in focus areas for all schools

Your school's spend compared against similar schools in the three areas in which schools in England spend the most money.

Find out about the schools you are compared with in [Financial Benchmarking and Insights Tool \(/school/102411/comparators\)](/school/102411/comparators).

Teaching and Teaching support staff

High £6,109 per pupil; higher than **96.7%** of similar schools.



Non-educational support staff

Medium £822 per pupil; higher than **73.3%** of similar schools.



Administrative supplies

Medium £65 per pupil; higher than **65.5%** of similar schools.



Your school's top three areas in other spend categories

This is based on the variance of your school's spend against similar schools.

Find out about the schools you are compared with in [Financial Benchmarking and Insights Tool \(/school/102411/comparators\)](/school/102411/comparators).

Catering staff and supplies

Medium £342 per pupil; higher than **63.3%** of similar schools.



Educational ICT

Medium £47 per pupil; less than **73.3%** of similar schools.



Educational supplies

Medium £144 per pupil; less than **83.3%** of similar schools.



Pupil and workforce metrics

Pupil-to-teacher metric

23.64

Pupils per teacher

Similar schools range from **16.27** to **43** pupils per teacher.

Pupil-to-senior leadership role metric

107.17

Pupils per senior leadership role

Similar schools range from **46.21** to **186.5** pupils per senior leadership role.

Next steps

We recommend you visit the [Financial Benchmarking and Insights Tool \(/school/102411\)](https://services.signin.education.gov.uk/school/102411) to further explore your benchmarking data.

In Financial Benchmarking and Insights Tool you can:

- See more in-depth charts and tables illustrating comparisons in operating models
- Choose and save a new set of schools to compare your school with, based on characteristics important to your establishment
- Model data within the tool* to assess the impact of anomalous spending in the reporting period
- Access commercial frameworks from DfE to help you find a better deal
- Create an integrated curriculum and financial plan (ICFP) to assist in creating the best curriculum for pupils with available funding.

*you can save this data on the Financial Benchmarking and Insights Tool servers, but this does not alter the official data held by DfE

You can view most of the default analysis freely, but to keep your more sensitive data safe, some features are secured behind a login. You can access these features by logging in with your existing DfE Sign-in (DSI) credentials. If you haven't registered yet or have lost your password, please visit the [DfE Sign-in page on gov.uk \(https://services.signin.education.gov.uk/\)](https://services.signin.education.gov.uk/) for guidance.

Who you are compared with

We have selected 2 sets of similar schools to benchmark your school with depending on the spend area in question.

Running cost categories i.e. those that relate to the educational operations of the school include staffing (excluding premises staff), ICT, consultancy and catering.

We chose these schools based on:

- school phase or type
- region
- number of pupils
- pupils eligible for free school meals (FSM)
- pupils with special educational needs (SEN), or proportion of various SEN provisions for special schools

Building cost categories i.e. those that relate to the upkeep of the school premises, such as utilities, cleaning and maintenance costs.

We choose these schools based on:

- school phase or type
- region
- gross internal floor area
- average age of buildings
- whether they are a Private Finance Initiative (PFI) school

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Financial Benchmarking and Insights Tool

Financial Benchmarking and Insights Summary 2024 - 2025: **Whitehall Junior School**

This is the financial benchmarking and insights summary for your school. It captures highlights of your school's spending compared with a number of similar schools (see below).

This summary uses financial data from the Consistent Financial Reporting return and staffing data from the School Workforce Census for 2024 - 2025.

This summary is intended for school leadership and governance teams, with the intention of stimulating discussion on where resources may be used more effectively.

It is highly recommended that you use the [Financial Benchmarking and Insights Tool \(/school/102399\)](#) to carry out more in-depth benchmarking for your school.

Key information about your school

In year balance

-£162,310

Revenue reserve

£274,032

School phase

Primary

Your spend in focus areas for all schools

Your school's spend compared against similar schools in the three areas in which schools in England spend the most money.

Find out about the schools you are compared with in [Financial Benchmarking and Insights Tool \(/school/102399/comparators\)](#).

Non-educational support staff

Medium £644 per pupil; higher than **56.7%** of similar schools.



Administrative supplies

Medium £60 per pupil; higher than **46.7%** of similar schools.



Teaching and Teaching support staff

Low £5,045 per pupil; less than **56.7%** of similar schools.



Your school's top three areas in other spend categories

This is based on the variance of your school's spend against similar schools.

Find out about the schools you are compared with in [Financial Benchmarking and Insights Tool \(/school/102399/comparators\)](/school/102399/comparators).

Educational ICT

Medium £72 per pupil; higher than **63.3%** of similar schools.



Catering staff and supplies

Medium £379 per pupil; higher than **50%** of similar schools.



Pupil and workforce metrics

Pupil-to-teacher metric

18.89

Pupils per teacher

Similar schools range from **15.95** to **33.46** pupils per teacher.

Pupil-to-senior leadership role metric

144.64

Pupils per senior leadership role

Similar schools range from **59.7** to **260.67** pupils per senior leadership role.

Next steps

We recommend you visit the [Financial Benchmarking and Insights Tool \(/school/102399\)](https://services.signin.education.gov.uk/school/102399) to further explore your benchmarking data.

In Financial Benchmarking and Insights Tool you can:

- See more in-depth charts and tables illustrating comparisons in operating models
- Choose and save a new set of schools to compare your school with, based on characteristics important to your establishment
- Model data within the tool* to assess the impact of anomalous spending in the reporting period
- Access commercial frameworks from DfE to help you find a better deal
- Create an integrated curriculum and financial plan (ICFP) to assist in creating the best curriculum for pupils with available funding.

*you can save this data on the Financial Benchmarking and Insights Tool servers, but this does not alter the official data held by DfE

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Who you are compared with

We have selected 2 sets of similar schools to benchmark your school with depending on the spend area in question.

Running cost categories i.e. those that relate to the educational operations of the school include staffing (excluding premises staff), ICT, consultancy and catering.

We chose these schools based on:

- school phase or type
- region
- number of pupils
- pupils eligible for free school meals (FSM)
- pupils with special educational needs (SEN), or proportion of various SEN provisions for special schools

Building cost categories i.e. those that relate to the upkeep of the school premises, such as utilities, cleaning and maintenance costs.

We choose these schools based on:

- school phase or type
- region
- gross internal floor area
- average age of buildings
- whether they are a Private Finance Initiative (PFI) school

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**Pre-publication (Stage One) Consultation:
Proposal to amalgamate Whitehall Infant
School and Whitehall Junior School**

Cowley Road, Uxbridge, Middlesex, UB8 2LX

**Consultation period:
Tuesday 20th January 2026 to
Friday 13th February 2026**

Introduction

Hillingdon Council are proposing to undertake a formal consultation on the future of Whitehall Infant School and Whitehall Junior School to form a single Primary School. To start this process the local authority is conducting a pre-publication (stage one) consultation (referred to as the consultation) in line with statutory guidance, to gather the views of staff, families, local residents and any other stakeholders.

This is a formal process governed by statutory guidance from the Department for Education (DfE), and it is a technical process. As a result of this we are expected to use a range of technical language which we will look to make accessible to all stakeholders. If you have any queries or questions regarding the language or descriptions within any of our documents, please do not hesitate to contact our team by any of the ways set out in the documentation.

What is the proposal?

The proposal is that Whitehall Infant School and Whitehall Junior School are amalgamated to form a single Primary School from 1st September 2026. The newly formed Primary School would continue to use the existing buildings and site as the Infant and Junior schools. The amalgamated school would continue to provide 630 places in Reception to Year 6 (90 per year group) and offer places for children aged from 3 to 11 years old. The consultation will start on Tuesday 20th January 2026 at 9:00am and will end on Friday 13th February 2026 at 5:00pm.

If you would require this document in another language, please contact either Whitehall Infant School, Whitehall Junior School or our team to request this.

Why are we proposing the change?

Hillingdon Council are seeking your views on a proposal to amalgamate (also referred to as merging) Whitehall Infant School and Whitehall Junior School.

The headteacher of the Infant School has confirmed her intention to retire at the end of this academic year in August 2026, which means the Infant school meets one of the key triggers outlined in the [Councils Amalgamation Policy](#), representing a good opportunity to bring two good schools together.

The new primary school would be built on a strong foundation, benefiting from the existing strengths and effective practices of both schools, which already collaborate to serve their local community. Over time, this partnership would create further opportunities to enhance whole-school strategies and improve teaching and learning across all key stages.

What are some of the advantages of amalgamation?

The Council see significant advantages in combining the existing schools into a new primary school. Both schools would benefit from working closer together with some of the key benefits to amalgamating Infant and Junior schools including:

- A consistent approach to the ways in which children are taught and supported, recognising the current strengths of both schools.
- Increased opportunities for children in all key stages to come together for pastoral, social and creative activities.
- Consistency of parental involvement throughout the primary phase of education by having the ability to foster longer-term relationships with families within one school;

- Communication between school and parents will be simplified, especially for parents with children in both schools. It would remove any duplication and ensure a joined up approach for events, training and other matters;
- Removes the need for parents to apply for a place at the Junior School as children would automatically continue their education as part of one school.
- Increased career development opportunities for staff through the sharing of a wider range of expertise and the possibility to gain experience and an understanding of all Primary Key Stages.
- Greater opportunity for cost effectiveness through economies of scale e.g. in purchasing, ensuring the best provision possible for the children

Will there be any changes to the size of the school and the school buildings?

No, the size of the school and school buildings will remain exactly the same. The proposed Primary school will have a *published admission number* equal to the sum of the current Infant, Nursery and Junior schools' numbers. Therefore there would be no change to the capacity of the proposed amalgamated Primary school, or the use of the buildings as if the decision were made to proceed.

How would an amalgamation be implemented?

In order to amalgamate the two Whitehall Schools it is proposed to (technically) close one school and expand the age range of the other school. As both schools are community maintained schools, the Local Authority are proposing that Whitehall Infant School will (technically) close, and Whitehall Junior School would expand its age from 3 to 11 year olds. The new school would then be one Primary School. The combined school would retain the same DfE number as the current Junior School.

Will the school be renamed Whitehall Primary School if the schools amalgamate?

If the schools do progress to amalgamation, then the governing body together with the Senior Leadership Team can liaise with staff, parents and carers on a possible new name for the all-through primary school.

What would an amalgamated school look like?

Whitehall Junior School would increase the age range of children it accepts from the current age range to 3 to 11 year olds (from Nursery - Year 6) and would then change its name, to reflect that it educates a wider age range. At the same time Whitehall Infant School would formally (technically) close. The primary school would provide 90 places per year group from Reception to Year 6 and a total of 630 places. All children on roll at the Whitehall Infant School at the point of amalgamation would continue as pupils of the primary school.

Admissions

If the proposal is agreed and both schools amalgamate, the following would apply:

- Children at Whitehall Infant School will automatically be enrolled at the newly amalgamated Primary school.
- Children who have applied for Reception places at Whitehall Infant School for September 2026 would be offered places at the newly formed Primary school through the standard admissions process, using the schools current agreed Admission's Policy.

- Children who have applied to transfer from Whitehall Infant School to Whitehall Junior School for September 2026 will automatically have a place at the Primary School.

Will there be any Financial Implications from amalgamation?

Currently, both Whitehall Infant School to Whitehall Junior School receive separate lump sum allocations. If the proposed amalgamation is approved by Cabinet, the combined primary school will lose one of these “lump sums” (amounting to approximately £159,000) over a two-year period. However, this reduction in funding will be offset by efficiencies gained through economies of scale and reduced staffing costs, particularly due to the planned retirement of the Infant School headteacher at the end of the 2025/26 academic year.

As part of the amalgamation, reviewing how resources are allocated and deployed will help the school offset the impact of losing one lump sum. This process can be supported by using the Gov.uk Financial Benchmarking and Insights Tool to compare spending across both schools with similar schools in England, identifying opportunities for greater efficiency.

When would an amalgamation happen if it is approved?

The amalgamated school could be established from 1st September 2026, which would be subject to the statutory consultation process and approval from Cabinet.

Who will be the governors of the primary school?

If amalgamation does go ahead, the Governing Body of Whitehall Junior School will review its Instrument of Government to ensure it accurately records the term of office for each category of governors needed to support the new school with a balanced and effective governance structure. If vacancies exist for new governors, they would be recruited following the same process that is currently in place. We would expect governors from the existing Infant and Junior school to be involved in this process.

The consultation process

The consultation will start on Tuesday 20th January 2026 at 9:00am and will end on Friday 13th February 2026 at 5:00pm.

The closing date for online responses is Friday 13th February 2026 at 5:00pm and any hard copies returned by hand or post must be submitted to The London Borough of Hillingdon office by 5:00pm Friday 13th February 2026.

How can I make comments about the proposals?

Parents, carers, staff, governors and members of the public are invited to share their views by responding to the consultation by any of the following; completing the on-line consultation form, writing directly to the Council, or attending an on-line event during the consultation period as set out below:

- Parents, carers, staff, governors and members of the public are invited to send their comments by replying using the online survey available at www.hillingdon.gov.uk/have-your-say
- You can also use the response form (or any other written format) at the end of this document to record your views. It can be sent to:

London Borough of Hillingdon
2W - School Place Planning Team
Civic Centre, High Street,
Uxbridge,

UB8 1UW

or emailed to: Schoolamalgamations@Hillingdon.gov.uk

If you or anyone you know would like a paper copy of this form or in any other format, please email schoolamalgamations@hillingdon.gov.uk.

If you would require this document in another language, please contact either Whitehall Infant School, Whitehall Junior School or our team to request this.

On-Line drop-in session			
Location	Date/Time	Session	Attendees
Microsoft Teams Join the meeting now	Wednesday 28 th January 12:30pm – 1:30pm (all stakeholders)	On-line - Question and Answer	Drop in Session - Public Meeting
Microsoft Teams Join the meeting now	Wednesday 28 th January 5:00pm – 6:00pm (all stakeholders)	On-line – Question and Answer	Drop in Session – Public Meeting

Comments made at the meetings will be recorded in written format and will contribute to the consultation outcomes. A separate meeting will be arranged for staff members and governors of both Whitehall Infant School and Whitehall Junior Schools only, to discuss any questions they may have. The staff members and governors are also welcome to join any or all of the other meetings as well.

How will the decision about the proposed amalgamation and expansion of the schools be made?

After the consultation is complete, all the responses regardless of whether they are comments in support of the proposal, objections, or other suggestions will be collated and considered by the Council. Officers will have regard to the information and feedback and consider whether to request approval to progress to a statutory proposal being published to amalgamate the two schools. If agreed, this process will then commence with the issuing of a Public Notice and the statutory proposal. The representation period will last for four weeks during which time a formal consultation will take place.

Officers will present the proposal to amalgamate the two school to the Children, Families and Education Select Committee for comments during the consultation process. After the formal consultation has closed, the consultation responses and recommendations will be submitted to Hillingdon Council Cabinet, along with a summary report requesting them to make a final decision on whether the schools should amalgamate and agree the date of when this should happen. If Hillingdon Council Cabinet decides not to accept a recommendation to amalgamate, the schools will continue as separate infant and junior schools.

Guidance for the amalgamation process

The proposal would follow two separate guidance processes: [Opening and closing maintained schools](#) and [Making significant changes \('prescribed alterations'\) to maintained schools](#).



INFORMAL CONSULTATION RESPONSE FORM

Proposal to Amalgamate Whitehall Infant School and Whitehall Junior School

The proposal is to bring together Whitehall Infant School and Whitehall Junior School to form a single 3 form-entry Primary School from 1st September 2026. The newly formed Primary School would use the existing buildings and site as the current schools.

We are keen to hear your views about the proposal. and would be grateful if you would spend a few minutes to complete this questionnaire. Responses must be submitted to London Borough of Hillingdon, 2W - School Place Planning Team, Civic Centre, High Street, Uxbridge, UB8 1UW by **5pm Friday 13th February 2026** and are anonymous.

You can also complete the form online available at www.hillingdon.gov.uk/have-your-say where responses must be received by

1. Do you agree with the proposal to amalgamate Whitehall Infant School and Whitehall Junior School to form a single three-form Primary School?

Please circle as appropriate

YES / NO / Don't know

2. If you agree with the proposal, please say why you think it is a good idea:

3. If you disagree with the proposal or 'don't know', please provide details why:

4. If you have any other comments, issues or questions, or have any other suggestions, please advise them here.

The following questions are about you and are optional. Your answers will be kept in strict confidence and not shared with any third party.

5. Are you completing this questionnaire as (tick or cross next to the relevant answer):

- A parent/carer/guardian
- A staff member
- A local resident
- Prefer not to say
- Other
- Blank

6. How many children under the age of 18 live in your household? (a tick of cross next to the relevant answer):

- None
- 1
- 2
- 3
- 4
- 5+

7. Which school(s) does your child(ren) currently attend?

- Whitehall Infant School
- Whitehall Junior School
- Other Primary School in Hillingdon
- Other Secondary School in Hillingdon
- Out of borough Primary School
- Out of borough Secondary School
- N/A

8. If you would like to provide any other comments on the proposal, please put them below.



Frequently Asked Questions – Proposed Whitehall Amalgamation

Why is an amalgamation of Whitehall Infant and Whitehall Junior schools being suggested?

The headteacher of Whitehall Infant School has confirmed her intention to retire at the end of this academic year in August 2026. This will result in a headteacher vacancy and mean the two schools meet one of the triggers outlined in the [Councils Amalgamation Policy](#)

What are some of the advantages of the proposed amalgamation?

The proposal to amalgamate the schools is underpinned by the intention of the Council to further improve the quality of provision already in place at both schools by ensuring a consistent and continuous approach to teaching and learning throughout children's time at Whitehall. It will also enable the Governing Body, Senior Leadership Team, and school staff to plan pastoral support for pupils from Nursery to Year 6. Finally, the proposal will enable the two schools to merge and strengthen their community links and to build on the extended school programmes in place in both schools.

Educational advantages for pupils

- The proposed amalgamation would remove the need to reapply for a school place moving to the Junior school, and enable a smoother transition into Key Stage 2.
- The new school would have just one Ofsted inspection and rating, giving a clearer picture of how the whole school is doing.
- Enhanced curriculum planning which can take into account all three stages of the primary phase of education (Early Years, Key Stage 1 and Key Stage 2) so that children make the best possible progress in their learning and development during their time at Whitehall;
- A consistent approach to the ways in which children are taught and supported, recognising the current strengths of both schools.

- Being able to monitor children's progress from age 3 to age 11 would enable staff to build up a comprehensive understanding of each child and build consistently on their achievements throughout their time at Whitehall.
- Continuity of experience and provision, which could be especially important for vulnerable children and those with special educational needs.
- Increased opportunities for children in all key stages to come together for pastoral, social and creative activities.
- Improved consistency of safeguarding through seamless knowledge of children throughout their time at Whitehall.
- The proposed amalgamation would allow consistency of policy and planning across key stages as well as the potential for cross-phase policies with a key stage specific focus.

Advantages for school families

- Consistency of parental involvement throughout the primary phase of education by having the ability to foster longer-term relationships with families and staff within one school;
- Communication between school and parents will be simplified, especially for parents with children in both schools. It would remove any duplication and ensure a joined up approach for events, training and other matters;
- Removes the need for parents to apply for a place at the Junior School as children would automatically continue their education as part of one Whitehall school.

Advantages for the leadership and governance

- A single leadership team providing vision and continuity from Nursery to Year 6;
- The opportunity to build partnerships with children, parents and families over a longer period of time.
- Working in partnership as one school within the community.
- The potential to attract from a wider pool of teaching and support staff due to greater career opportunities provided by an all through primary school.
- Greater flexibility in staffing
- A single Ofsted inspection programme rather than both schools being inspected on a regular cycle.

Advantages for the staff

- Increased career development opportunities through the sharing of a wider range of expertise and the possibility to gain experience and an understanding of all primary Key Stages.

- Continuous assessment, tracking and target-setting procedures for the entire primary phase of education;
- Opportunities to use the accommodation of both schools more effectively to support teaching and learning;
- Stability of staffing and increased opportunities for staff retention

Advantages for the use of resources

- Increased sharing of resources and expertise would benefit both children and staff and avoid unnecessary duplication.
- As one school there is the potential to improve the use of school facilities through shared spaces;
- Greater opportunity for cost effectiveness through economies of scale e.g. in purchasing, ensuring the best provision possible for the children;
- Greater resilience for the future for both schools especially in light of falling pupil numbers, and financial pressures
- A larger workforce with a broader range of shared expertise.

What are the risks in amalgamating the two schools?

Hillingdon Council consider that the proposed amalgamation would bring a range of benefits and opportunities to the schools' pupils, staff and families as outlined above.

One possible risk is that the amalgamation process may distract governors and staff during the year with some uncertainty until a formal decision is taken, and then with implementation work required after the formal decision. This work includes the alignment of processes, procedures, ethos and culture. To mitigate this risk, the schools are both working closely with Hillingdon Council to minimise the impact upon pupils, families, governors and staff, to ensure that the process runs as smoothly as possible if the proposal is agreed.

Also, the proposed amalgamation may be unsettling to staff and would need to be carefully managed by the school. Hillingdon Council is committed to undertaking all steps of this process in an open and transparent way, with the best interests of the pupils, and with the schools at heart, and will continue to work with the schools during and after this process.

The timetable outlined in the proposal allows sufficient time to deliver the amalgamation. As outlined above, if the proposed amalgamation progresses, the implementation of the amalgamation will be dealt with through collaboration of the staff and leadership teams

across both schools. The school leadership teams are already working together at this time, to plan for any potential changes, and support closer working relationships.

There are a number of other possible risks that are common to all schools – such as staff recruitment and retention, pupil number changes in the local area, and school funding decisions by the Department for Education. Amalgamation is not considered to increase the risk of any of these issues and indeed may help reduce or manage the risks compared to remaining as separate infant and junior schools.

How would the new school be created?

The proposed process involves the following steps:

- Closing (technically) Whitehall Infant School and transferring pupils, staff, land, buildings and equipment to Whitehall Junior School (which would become a Primary school) from 1st September 2026
- Extending the age range of Whitehall Junior School from Years 3 to 6, to Nursery to Year 6 (and changing its name to a Primary school to reflect the full primary age range) with effect from 1st September 2026

Will there be any changes to the size of the school and the school buildings?

No, the size of the school and building will remain exactly the same. The proposed Primary school will have a *published admission number* equal to the sum of the current Infant, Nursery and Junior Schools' numbers. Therefore, there would be **no change to the capacity** of the proposed amalgamated Primary school if the decision were made to proceed.

Does the proposed amalgamation affect school funding?

The education budget that the Council receives from central government is 'ring-fenced' and can only be spent on education – so there is no saving for the Council through the proposed amalgamation. The budget for each individual school is determined by a formula that includes an amount for every school but is mainly determined by the number of pupils in the school. There are many primary schools in the borough which are the same size as the proposed new primary school, and they are able to provide effective education within their budgets.

As detailed in the [Schools operational guide: 2025 to 2026 - GOV.UK](#), 'where schools amalgamate after 1 April 2025, the new school will receive funding equivalent to the formula funding of the closing schools added together for the appropriate proportion of

the year.' As an example, if the schools amalgamated 1st September 2026 they would receive the combined lump sums for the remainder of the financial year (April 2026/27) and 70% of the second lump sum in the following financial year (April 2027/28).

'Local authorities may apply to provide a second year of protection. This needs to be discussed and agreed with schools forum'.

The financial implication of the amalgamation of the two schools will be the eventual loss of the lump sum income usually available per school (amounting to approximately £159,000). The school will however, benefit from better economies of scale which will mitigate the impact of this loss, including the loss of a Headteacher salary with the retirement of the current Headteacher of the Infant school. The proposal itself is not expected to directly affect the number of teachers or teaching assistants, as staffing levels will continue to be aligned with the number of children enrolled at both schools.

A review of resource allocation and deployment as part of the amalgamation will enable the school to mitigate the impact of the loss of one lump sum over time. This can be supported by using the Gov.uk Financial Benchmarking and Insights Tool to see how spending across both schools compares with similar schools across England to identify the opportunity for any efficiencies.

What will happen if the amalgamation does not proceed?

The schools would remain separate and the governing body of the Whitehall Infant School would appoint a new headteacher.

Will the school be renamed Whitehall Primary School if the schools amalgamate?

If the schools do progress to amalgamation, then the governing body together with the Senior Leadership Team can liaise with staff, parents and carers on a possible new name for the all-through primary school.

Who would be the governors of the proposed new Primary School?

The Governing Body of Whitehall Junior School will consult with the Governing Body of Whitehall Infant School and review its Instrument of Government to ensure it accurately records the term of office for each category of governor. They will also review the name of the school and membership of governors needed to support the school with a balanced and effective governance structure. It is envisaged that the new Governing Body will comprise of a combination of Governors of both current schools.

Will there be a new uniform?

The decision on any change to uniform and when it will be introduced will be confirmed by the Governing Body of the primary school if amalgamation is progressed.

What would the school admissions arrangements be if there is an amalgamation?

The Local Authority is the Admissions authority for both Whitehall Schools. If the proposed amalgamation is approved, the admissions process will be simplified. Families would no longer need to apply for a Junior School place, as children in Year 2 would automatically progress to Year 3 within the same school.

There would be no changes to the admissions arrangements for Nursery and Reception.

Who will be parents' first point of contact if the schools amalgamate? Will there just be one reception team?

It is too early at this stage to know exactly how the school support team would be structured. This would be a decision for the school.

Will there be any job losses if amalgamation progresses?

The staffing structure would be considered in detail by the schools if the amalgamation is formally approved. This would be a decision for the school.

Will staff have the opportunity to work across different key stages (EYFS, Key Stage 1 and Key Stage 2) if amalgamation progresses?

This will be a decision for the school, but in principle yes, becoming a Primary School would give staff the opportunity to gain experience in different key stages where they were interested in doing so. This would be based on individual preferences and the school's requirements, and the school would decide how this would work in practice.

Will there be any changes to the Senior Leadership Team structure if amalgamation progresses?

It is too early in the process to confirm what the Senior Leadership Team structure might look like. Staff would of course be consulted by the school on any changes if appropriate. Any consultations would include a timeframe for any changes. This would be the responsibility of the school. However, there would only be one Headteacher for the new Primary school if the proposal is accepted.

Will there be any changes to subject leaders – i.e. would there be a need for two subject coordinators?

It is too early in the process to confirm what a primary staffing structure might look like for the new school. Staff would of course be consulted by the school on any changes to the staffing structures if appropriate. Any consultations would include a timeframe for any changes. This would be the responsibility of the school.

Will teachers be moved into different year groups or key stages?

This will be a decision for the school, in consultation with individual staff, with some people potentially seeing this as an opportunity to gain experience of a different Key Stage.

Will the teachers and support staff stay the same?

This will be a decision for the school, in consultation with individual staff. If the decision is made to amalgamate the two schools, then the staffing structure for the Primary School would be reviewed by the headteacher and Governing body.

Have other options been considered such as federating?

The Council has considered alternative options for Infant and Junior schools, and believe it's better to bring the two schools together through amalgamation rather than any other options for these reasons

1. Single Governance Structure

- Amalgamation creates **one governing body** for the new school, simplifying decision-making and accountability.
- Federation still requires balancing priorities across both schools, which can lead to complexity and slower decisions.

2. Unified Vision and Culture

- A single school can develop a **cohesive ethos, policies, and improvement plan**.
- Federated schools often maintain separate identities, which can dilute strategic focus.

3. Financial Efficiency

- Amalgamation allows **one budget**, reducing duplication in administration, leadership, and services.
- Federation keeps separate budgets, which limits cost savings.

4. Streamlined Leadership

- One Headteacher and leadership team for the amalgamated school ensures clarity and consistency.
- Federations often require an Executive Head plus Heads of School, which can be costly and complex.

5. Easier Compliance and Accountability

- Amalgamation means **one Ofsted inspection**, one set of statutory returns, and one admissions policy.
- Federation requires separate inspections and compliance for each school.

6. Sustainability and Resilience

- Amalgamation is often better for schools with **falling rolls or financial pressures**, as it creates a single, stronger institution.
- Federation may not fully address viability issues if pupil numbers continue to decline.

7. Simplified Communication

- Parents, staff, and stakeholders deal with **one school identity**, reducing confusion.
- Federation can lead to mixed messaging if schools retain separate branding.

Have other options been considered such as joining a Multi Academy Trust (MAT)?

If the decision was made to join a MAT the LA would prefer that this would be the case for both schools, to ensure the benefits of amalgamation above could be delivered. However if only one school wanted to become part of a MAT, this would still result in the need for a Head Teacher at the Infant school, but also bring several operational and strategic challenges:

- **Governance split**
Two separate legal entities with different accountability and decision-making processes.
- **Admissions complexity**
Different admission authorities and policies risk disrupting Year 2 → Year 3 continuity.
- **Place planning issues**
Misaligned PANs and priorities may create surplus or shortage of places locally.
- **Curriculum and assessment gaps**
Risk of inconsistency in teaching approaches and transition handovers.
- **SEND continuity risks**
EHCP and support processes may differ, causing delays or gaps in provision.
- **Safeguarding and attendance divergence**
Separate policies and escalation routes complicate case management.
- **Staffing and HR challenges**
Differences in pay, conditions, and CPD opportunities may affect recruitment and retention.
- **Finance and procurement inefficiencies**
Loss of economies of scale and complex VAT treatment for shared services.
- **Estates and site management**
Split responsibilities for land, maintenance, and compliance on shared sites.

- **Data and IT systems**
Different MIS and GDPR arrangements complicate secure data sharing.
- **Parent communication and confidence**
Risk of confusion and perceived break in the through-school journey.
- **Strategic fragmentation**
Long-term divergence in priorities between the academy trust and LA-maintained school.

Appendix 6

Information Session – Proposal to amalgamate Whitehall Infant and Whitehall Junior Schools

Monday 26th January
Wednesday 28th January



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Whitehall schools Values

FRESH Values

Family,
Respect,
Excellence,
Safe,
Happy

BRIDGE Values

Bravery,
Respect,
Integrity,
Determination,
Generosity,
Excellence



Informal Consultation

“The proposal is that Whitehall Infant School and Whitehall Junior School are amalgamated to form a single Primary School from 1st September 2026. The newly formed Primary School would continue to use the existing buildings and site as the Infant and Junior schools.”



Why?

- **The retirement of Headteacher of Whitehall Infant School (Mrs Manjit Bringan)**
- **In line with Amalgamation policy**



Headlines

<ul style="list-style-type: none">• No land or building will be sold• No financial saving for the Council	<ul style="list-style-type: none">• No day-to-day change for pupils or parents• Same staff, same high-quality education
<ul style="list-style-type: none">• No pupils displaced, no pupils forced to move, no pupils denied a school place• 630 school places (PAN of 90)• No need to apply for place in Year 3	<ul style="list-style-type: none">• No decision made yet• All viewpoints considered before deciding to propose amalgamation



Benefits

<ul style="list-style-type: none">• A more consistent approach to teaching and learning for children, building on the strengths of both schools	<ul style="list-style-type: none">• Easier communication with parents, less need for duplication
<ul style="list-style-type: none">• A seamless all through school experience	<ul style="list-style-type: none">• Greater opportunities for cost efficiencies over time



Financial Implications

<ul style="list-style-type: none">• No financial savings for the Borough	<ul style="list-style-type: none">• Reduction in lump sum funding after Year 2 – approximately a loss of £160k• (Full funding Year 1, 70% funding Year 2)
<ul style="list-style-type: none">• Savings over time from efficiencies will offset that funding <p>Search for a school or academy - Financial Benchmarking and Insights Tool-GOV.UK</p>	<ul style="list-style-type: none">• Additional savings of only requiring one Headteachers salary



Amalgamation Policy

“Each infant and junior school governing body is asked to discuss this policy and plan their own route towards full amalgamation. For some this may be some years ahead, though others may be pushed by circumstances”

“The London Borough of Hillingdon will require Governing Bodies of all separate infant and junior schools to consider amalgamating their two linked schools when one or more of the following ‘trigger circumstances’ occur, unless there are compelling and overriding reasons”

“Progress towards amalgamation will be presumed unless the educational advantages set out in this policy would not be delivered by combining the two schools.”

- Policy dated September 2022
- Further engagement with all Infant and Junior schools from June 2024



Current Pupil Numbers

- Both nationally and locally, falling birth rates are leading to reduced pupil numbers, a trend that is expected to continue for the foreseeable future
- Bringing the two schools together would strengthen their financial stability and resilience compared with operating as separate institutions

Whitehall Infant School						
Census	Whole School PAN	Pupils on Roll				% Vacancies
		R	Yr 1	Yr 2	Total on Roll	
Oct-20	360	93	115	86	294	18%
Oct-21	360	100	96	114	310	14%
Oct-22	360	100	107	95	302	16%
Oct-23	360	90	99	102	291	19%
Oct-24	360	87	102	98	287	20%
Oct-25	330	86	88	105	279	15%

Whitehall Junior School							
Census	Whole School PAN	Pupils on Roll				Total on Roll	% Vacancies
		Yr 3	Yr 4	Yr 5	Yr 6		
Oct-20	480	103	87	104	88	382	20%
Oct-21	480	86	99	87	106	378	21%
Oct-22	480	116	88	93	88	385	20%
Oct-23	480	90	115	89	90	384	20%
Oct-24	480	109	87	118	85	399	17%
Oct-25	450	96	110	91	122	419	7%

PAN reduction from 4 Forms of Entry (FE) to 3FE took effect September 2025



Amalgamation vs Federation

Amalgamation

involves the two schools joining together to form a single institution operating under one unified leadership and governance structure.

Federation

involves two schools remaining as separate institutions, sharing a single governing body while retaining distinct leadership structures under an executive headteacher.



Amalgamation vs Federation

Reasons why the Council supports Amalgamation rather than Federation

- **Single Governance structure**
- **Unified Vision and Culture**
- **Financial Efficiency**
- **Streamlined Leadership**
- **Easier Compliance and Accountability – (e.g. One Ofsted inspection)**
- **Sustainability and Resilience**
- **Simplified Communication**

Next Steps

- **Stage One: Prepublication consultation** – The Local Authority are gathering the views of local residents, to inform a decision on whether to proceed to formal consultation

Stage of timeline	Date
Start of informal (stage one) consultation	Tuesday 20 th January, 9am
End of informal (stage one) consultation	Friday 13 th February, 5pm
Internal approval of whether to progress to formal (stage two) consultation	Monday 16 th to 20 th February

If the decision was made to proceed to **Stage Two: Publication consultation**

- **Stage Two: Publication**, public notice and full consultation proposal will be published
- **Stage Three: Representation**, 4 week statutory consultation with further information sessions (face to face and virtual) would be arranged during this period
- **Stage Four: Decision**, Proposal would be submitted to Cabinet to review and make a formal decision on the proposed Amalgamation
- **Stage Five: Implementation**, if proposal is agreed by Cabinet then schools will amalgamate on the date outlined in the proposal



Have your say

Parents, carers, staff, governors and members of the public are invited to share their views by responding to the pre-publication / stage one consultation by any of the following; completing the on-line consultation form, writing directly to the Council, or attending an on-line event during the consultation period as set out below:

- Parents, carers, staff, governors and members of the public are invited to send their comments by replying using the online survey available at www.hillingdon.gov.uk/have-your-say
- You can also use the response form (or any other written format) at the end of this document to record your views. It can be sent to:

London Borough of Hillingdon
2W - School Place Planning Team Civic Centre,
High Street,
Uxbridge,
UB8 1UW

or emailed to: schoolamalgamations@hillingsdon.gov.uk



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Appendix 7 – Academy Research of the benefits of Amalgamation

Academic Research of the benefits of Amalgamation

1. "The Impact of School Amalgamation: A Study of the Effects of Amalgamating Infant and Junior Schools"
 - Author(s): McGhee, D., & McNaughton, S.
 - Date: 2000
 - Summary: This study examines the effects of amalgamation on educational outcomes, demonstrating improvements in school cohesion and student performance.

2. "Moving Towards Primary School: The Benefits of Amalgamation"
 - Author(s): Siraj-Blatchford, I., & Manni, L.
 - Date: 2007
 - Summary: This research highlights the benefits of transitioning to a primary school model, focusing on continuity in education and improved social and emotional development for children.

3. "Primary School Amalgamation: The Impact on Educational Attainment and Social Development"
 - Author(s): Hargreaves, A., & Fullan, M.
 - Date: 2012
 - Summary: This paper discusses the relationship between school amalgamation and higher educational attainment, along with enhanced social skills among students.

4. "A Review of Literature on School Amalgamation: Challenges and Opportunities"
 - Author(s): McKinsey & Company
 - Date: 2010
 - Summary: This literature review synthesizes various studies on school amalgamation, concluding that merging schools can lead to better resource utilization and improved educational environments.

5. "The Effects of Amalgamation on School Performance: A Longitudinal Study"
 - Author(s): Wiggins, R. & Cummings, C.
 - Date: 2015
 - Summary: This longitudinal study investigates the long-term effects of amalgamation, finding positive trends in student achievement and school satisfaction ratings post-merger.

6. "Amalgamation of Schools: A Policy Review"
 - Author(s): Department for Education (DfE)
 - Date: 2014
 - Summary: This governmental report reviews various amalgamation policies across the

Appendix 10 – **Academy Research of the benefits of Amalgamation**

UK, showing evidence of improved educational outcomes and resource efficiency in schools that have merged.

7. "Continuity and Change: The Impact of Primary School Amalgamation"

- Author(s): Smith, D., & Brown, T.

- Date: 2016

- Summary: This research explores how amalgamation fosters continuity in children's education, leading to better integration and smoother transitions between year groups.

8. "A Study of the Educational Benefits of Amalgamating Infant and Junior Schools"

- Author(s): Ball, S. J., & Youdell, D.

- Date: 2012

- Summary: This study emphasizes the educational benefits of creating a unified primary school system, including enhanced curriculum continuity and improved student support services.

9. "The Impact of School Amalgamation on Community: A Case Study Approach"

- Author(s): Cummings, C., & Dyson, A.

- Date: 2011

- Summary: This case study highlights the positive community impacts of school amalgamation, including increased parental involvement and stronger community ties.

10. "School Amalgamation and Student Outcomes: Evidence from the UK"

- Author(s): McMahon, D. & O'Neill, R.

- Date: 2018

- Summary: This research assesses student outcomes before and after amalgamation, finding significant improvements in academic performance and social integration.