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**MEETING OF THE BOARD OF DIRECTORS**

**OF THE ACTIVE LEARNING TRUST**

***held on Thursday 11th February 2021***

***1pm via online Video-link***

**MINUTES**

Trustees Present: Mr J. Beswick Prof. A. Boddison

Mr S. Chamberlain (CEO) Mr C. Bush

Mrs J. Cutchey Mr R. Dool (Chair)

Mr G. Hely-Hutchinson Ms M. Lloyd

Mrs C. Quinn Ms R. Weaver MBE

Officers Present: Mr D. Hilton Mrs K. Jarvis

Mr C. Paskell Mrs J. Steel

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| --- | --- |
| THE KEY DECISIONS AND RECOMMENDATIONS OF THE MEETING ARE SUMMARISED BELOW | |
| DECISION | Mr Anmoal Thethi appointed as Trustee |
| DECISION | Proposal to work with Hull University to develop ITT in the Trust agreed |
| DECISION | Approved amendments to HR policies |
| DECISION | Approved amendment to Safeguarding Policy Statement |
| DECISION | Change date of next meeting to 25th March 2021 |

**MINUTES**

**Confidential Items are highlighted in Red**

**1.** **APOLOGIES FOR ABSENCE, NOTICE & QUORUM**

1.1. Apologies for absence had been received prior to the meeting from Mr Bateson, Ms Adams and Mrs Capron.

1.2. All apologies were accepted.

Mr Dool extended a very warm welcome to Mrs Catherina Quinn, and hoped that everyone would soon be able to meet her in person. He also welcomed six headteachers, who had been invited to attend as they are either new to the Trust or new to Headship.

**2. BOARD MEMBERSHIP**

2.1. Mr Dool informed Trustees that Mr Mark Kerr had resigned from the Board due to personal reasons. Mr Dool has spoken to Mr Kerr and thanked him for his service, support and commitment, and Mr Kerr has wished all at The Active Learning Trust the very best for the future. He had stated that it had been a pleasure to see the Trust develop from the beginning and was confident that it would continue to do so.

2.2. Mr Dool referred to the paper distributed prior to the meeting that introduced Anmoal Thethi as a perspective trustee. Mr Chamberlain and Mr Dool have met with Mr Thethi and recommended that he be approved to join. Those present agreed that Mr Thethi would be a real asset to the Board and approved the appointment wholeheartedly.

**3. DECLARATIONS OF INTEREST**

3.1. No new interests were declared for items on the agenda.

3.2. No updates were notified for the Register of Interests. Mrs Jarvis confirmed that all declarations had been received.

**4. INTRODUCTION OF NEW HEADTEACHERS**

4.1. Headteachers who have joined the Trust or who are new to headship this academic year had been invited to attend and introduce themselves to trustees. Mr Dool thanked them for attending, adding that they equate to nearly 30% of Trust schools being under new leadership.

Each head gave a brief summary of their background and their school. Trustees were able to ask questions and gain a greater understanding of the successes and challenges for each head. See appendix A for a summary.

At the end of the session, Mr Beswick thanked the heads for their reports, and outlined how beneficial it was for Trustees to hear from headteachers in person as it provides context to the work that the Board do.

Mr Dool agreed with this view, stating that he hoped everyone had found the session useful and informative. He added that the enthusiasm was wonderful to hear, and that he felt proud to be Chair of an organisation that is obviously thriving.

The Headteachers left the meeting at this point.

**5. UPDATE FROM KINGSFIELD PRIMARY SCHOOL HEADTEACHER**

5.1. Mrs Coates had been asked to attend and update Trustees on progress at Kingsfield Primary School since she last attended and reported to the Board. Mrs Coates gave an informative verbal report and Trustees were pleased to hear about the positive progress that was taking place. Mrs Coates spoke of the incredible journey that staff and pupils at Kingsfield are on. She has reassessed the school to have an overall Ofsted grade of RI, (rather than SpM) which has been verified by Shan Oswald. The Self Evaluation Form for the school has been revised to reflect this. A new school vision has been introduced, and new policies have been introduced, alongside a revised curriculum that subject leaders have had input into. Consultation is taking place at all levels, which has included some restructure and amending of job descriptions Staff are becoming more reflective and are acknowledging the positive impact to pupils. CPD has been invested in externally and internally, and an Opportunities Area grant has released £39,000 to support staff development. There was historically a lack of understanding around SEND, but this has improved, with 15 pupils having an EHCP attached, (only 2 previously), and 8 more applied for. Provision for SCMH is being considered on site to meet locality needs. The remote learning package has been embraced by staff – this is cloud based and constantly developing. Other initiatives introduced include Chatty Wednesdays, which is a coffee morning for parents of vulnerable pupils.

Mrs Coates informed Trustees that the central Trust team have been “brilliant” with their support with premises issues (the building is in a poor state of repair) and improving governance by introducing an IEB with absolute transparency. She added that she genuinely felt supported and can see why schools benefit from being in a Trust.

Mrs Coates was honest in her assessment that there is still much work to do, but stated that she truly believes the school is moving in the right direction. She closed her report by saying that the children at Kingsfield are delightful and deserve the very best.

Mrs Cutchey opened the questions by stating that she was breathless with the speed of the journey. She asked Mrs Coates to reiterate the current judgement. Mrs Coates replied that the overall judgement would be RI, with areas of good, and some teachers moving towards outstanding. Behaviour and Leadership & Management are both considered good. Mrs Coates stated that she is confident that by September the overall picture will be considered ‘good’.

Prof Boddison stated that there was clear progress and pace. He asked about the additional resources planned, and whether the school is likely to be pressured to take SEMH pupils from outside sources. Mrs Coats reassured Trustees that this has been considered, with Mr Bainbridge from Highfield involved in planning, and the provision will very much be to meet the needs of Kingsfield and its community first. The school will have its own admission process, with proposed admissions of 75% Kingsfield pupils and 25% outsources. The outsourced portion should fund the Kingsfield places.

Mr Dool thanked Mrs Coates for her report and for the work that she and her staff are doing at Kingsfield. He added thanks to the Central team.

Mrs Coates left the meeting at this point.

Comments following all the heads reports included:

* Fantastic progress at Kingsfield
* Great to see the confidence in inexperienced heads
* Will be interesting to watch heads develop and put their own stamp on schools
* Strong leadership messages
* Really helpful for new Trustees to have an overview
* Heartening to hear the work the Central team are doing is appreciated

**6. CHAIR’S ACTION**

6.1. Mr Dool confirmed that he had not undertaken any Chair’s Actions since the last meeting.

**7. MINUTES OF THE PREVIOUS MEETING HELD ON 17TH DECEMBER 2020**

7.1. The minutes of the meeting held on 17th December 2020 were accepted as a true record.

7.2. Matters Arising. Mr Chamberlain confirmed that the Education Team are looking at revising the headteacher report template.

**8. MINUTES OF THE EXTRA-ORDINARY MEETING HELD ON 4TH JANUARY 2021**

8.1. & 8.2. The minutes of the meeting held on 4th January 2021 were accepted as a true record, with no matters arising.

**9. BOARD COMMITTEES**

9.1. Trustees noted the minutes of the Finance Committee meeting held on 17th December 2020. It was also noted that the Finance Committee had met prior to this meeting and had discussed restructuring and finance reporting.

9.2. Trustees noted the minutes of the Audit Committee meeting held on 17th December 2020. It was also noted that the Audit Committee had met prior to this meeting and had received a report from Mrs Driver that showed remarkable progress on the school websites. Mrs Driver’s report give Trustees an in-depth level of understanding that is not available from external auditors.

9.3. Mrs Steel reminded Trustees that there are 28 HR policies that the Remuneration and Personnel Committee members review as required. It was noted that five policies have recently been revised with minor tweaks, and will, with Trustee approval, now be presented to trade unions for consultation, before being issued to schools in March. Ms Weaver asked if agency and cover staff should be included in the recruitment procedures. Mrs Steel explained that the introduction section of the Safer Recruitment Policy outlines a checklist within the main body of the policy that covers this.

Trustees approved amendments to the five HR policies, and agreed that they should be presented to trade unions for consultation (in line with requirement) before being distributed to schools.

**10. QUALITY OF EDUCATION**

10.1. Mr Hilton gave a verbal report, referring to the written report that had been circulated to Trustees prior to the meeting.

**On-line Learning**. The Education and School Improvement Team have worked fully with schools to ensure on-line learning provision was rolled out quickly at the start of the third lockdown. There has been greater engagement from schools and pupils as schools have adapted. Live lessons are now recorded so that they can be played back, and parental responses have been positive. Weekly mapping of attendance, engagement and take-up is being recorded (summary included in report) and good percentages are being achieved. Teachers are reported to be happy and confident with the platform. Mr Hilton stated that the IT team should be commended for the high level of support that they have provided, enabling schools to provide remote learning to all students. It was noted by Trustees that the parent feedback from Burrowmoor Primary School to Ofsted inspectors last week was extremely positive.

Prof. Boddison asked Mr Hilton to explain what isn’t working, and where any issues are. Mr Hilton replied that barriers have included engagement of a small number of parents and lack of devices for students. He added that schools have reacted quickly and numbers attending school in person have grown so that schools are fuller. Mr Hilton and his team have been working with schools on ensuring pupils receive the correct ‘diet’ of education. School are aware of where the gaps are. Some parents have requested more live lessons (rather than lessons that are recorded and posted on-line) and schools are being encouraged to move towards this model. Mr Hilton added he was pleased with the positive progress made, but also made it clear that it has been hard work to get to this point. He stated that he believes reintegration to full, in-school learning will be a greater challenge. Prof. Boddison said that he felt reassured to hear a full picture. He asked what assessment is planned to establish long term risks and priorities. Mr Hilton replied that schools will assess students upon their return in key areas of the curriculum and basic reading and writing. Emotional resilience will also be monitored, and students will be eased back into school life with compassion. The school day and the way in which students receive their education is likely to be different in future, whilst still delivering core learning in terms of the curriculum, and will broaden opportunities to educate.

Mr Dool reassured Trustees that the Quality of Education Committee will drill down into the areas discussed. Mrs Quinn stated that no size fits all – Early Years gaps are likely to be greater, yet children will develop rigor and resilience as restrictions lessen. Mr Paskell reported that 73 routers have been dispatched to disadvantaged families to allow them to access on-line learning.

**ALT Institution**. Mr Hilton gave a brief summary of events. A successful Early Excellence session has taken place, with follow up work at standards meetings. Oracy work is continuing Trust-wide – supported by Cambridge University. Back office support is developing under one domain, giving a more strategic approach. The Trust offers a strong, varied programme of CPD, with a high level of challenge for schools.

Ms Weaver asked if the mental health of parents and pupils are being considered. Mr Hilton spoke of the Trust Mental Health Group that had been established and developed prior to lockdown. The Trust has a bank of MH First Aiders that are part of network of support. Mr Chamberlain added that MH is considered as part of the curriculum.

Mr Hilton presented a proposal that would move the initial teacher training programme at Cromwell Community College from the relationship with Bedford University to Hull University. It is felt that the Hull offer of support and involvement is stronger and would suit ALT better. Mr Chamberlain added that this would be a unique selling point for the Trust, as Hull Uni are offering a dedicated programme, with the possibility of development in specialised areas, eg centres of excellence for SEND in partnership with NASEN. In response to a question from Mr Bush, Mr Chamberlain explained why Hull was being considered, and how talks with Leeds University had not resulted in a firm offer. Hull offer the ‘best fit’ for ALT, and their financial package is better than other offers. Trustees agreed that the proposal should be approved. Mr Chamberlain will produce a Business Plan as a next step with costings and targets for Trustees to view.

**Burrowmoor Primary School**. Mr Hilton informed Trustees that a Section 8 Inspection had taken place at Burrowmoor Primary School, resulting in a positive letter from Ofsted that stated “leaders and those responsible for the school are taking effective action at this time”. The two-day assessment by Ofsted of remote learning was undertaken by two HMIs. Mr Hilton asked Trustees to take particular note that surveys conducted stated 90% of parents would recommend Burrowmoor. Other comments included: teaching shows high expectations, passion and energy, there was a clear vision at all levels, COVID was not seen as an excuse, and there is a high level of support from the Trust. He added that it was a challenging two days looking at lessons, meeting with SLT, the SENCo and other staff.

All Trustees echoed Mr Bush’s praise for work at Burrowmoor. Mr Dool asked if the school would continue to receive the same level of support from the Trust. Mr Chamberlain replied that the support will continue and the challenge going forward will be to maintain momentum. This is why Burrowmoor have moved to Stage One Intervention and an IEB – a move that was seen as positive by inspectors.

**11. CEO’s REPORT**

11.1. Trustees confirmed that they had received the CEO’s report prior to the meeting and had reviewed its contents. Mr Chamberlain highlighted the following:

* Local COVID data is showing an improving picture, with only isolated pockets of closures.
* Testing is running well at all secondary and special schools.
* All special school staff have been vaccinated.
* Local communities have been generous in donating cash and equipment to support schools during the pandemic.
* A stock of laptops has been secured centrally so that schools can quickly respond to any concerns relating to on-line access.
* Building projects are at Carr Street in Ipswich and Cromwell in Chatteris are on track – a Chair of Governors will be needed in Ipswich by June.
* Approval has been granted relating to SEND provision at Chantry in Ipswich.
* Discussions continue relating to alternative provision at Kingsfield in Chatteris.
* Secondary schools are concerned about motivation for returning Year 11 and Year 13 pupils, as they have no exams to work towards. There is also no clarity at the moment on assessment of grades or any appeal process.
* Helen Cassady will be working on governor training cross the Trust.
* The Chair at LECA has resigned. There is concern about leadership, including governance, and there are three new governors in post. Mr Chamberlain has taken on the Chair’s role, as LECA is on a Stage One Intervention.
* Letters have been sent to headteachers of Stage One Intervention schools outlining the accountability and supply packaged. The letters make it clear that the heads have the accountability for improvement.
* The new and aspiring headteacher programme has been widened to include other leaders. 60 attended a recent on-line session.
* Integrated curriculum and financial planning training is taking place.
* Mrs Driver continues to write funding bids for schools and has achieved £22,609 to date. Mr Beswick asked that Mr Chamberlain write to Mrs Driver to thank her.
* The Data Dashboard summary was discussed (thanks to Mr Paskell for updating the model to show changes).
* Three mental health referrals have been received, with is an indication that staff feel well supporting in this area. Mr Hilton added that mental health is a high priority and monitored at all levels.

Mr Chamberlain reported on the sad news that a governors from the Isle of Ely Primary School has died from COVID. Letters of condolence have been sent.

Prof. Boddison asked why attendance at the Highfield schools is only 25%. Mr Chamberlain explained that this is mostly due to the resistance of parents to send their children back.

Prof. Boddison asked if testing at schools makes staff complacent. Mrs Jarvis responded that it actually make staff confident that the measures in place are working. Staff can see that procedures for responding to positive cases are robust and feel safe at school.

Mr Dool asked if governors receive equality and diversity training. Mr Chamberlain explained that there are training modules for all governors available through Anspear. He added that there are eight modules from East Anglian Racism that are being included in the school curriculum.

Prof. Boddison questioned the Dashboard wheel that shows all schools as ‘green’. Mr Chamberlain explained that this is a summary overview and the deeper investigations show how schools are performing across areas. He agreed that future summaries would reflect this.

Prof. Boddison asked how the Dashboard ‘red’ areas are being addressed. Mr Chamberlain replied that such areas are difficult to address directly when schools are not fully open and/or some staff are shielding, but they remain high on the agenda.

**12. STANDING AGENDA ITEMS**

12.1. Policies to Consider – 12.2.

12.2. **Safeguarding**. Mrs Jarvis asked that Trustees approve an update to the Trust Safeguarding Policy Statement that related to the UK leaving the EU. This was approved unanimously.

12.3. **Health & Safety.** Trustees confirmed that they had reviewed the report circulated prior to the meeting. Mrs Jarvis reported that Health & Safety across the Trust is showing an improving trend, but there are some pockets of concern at individual schools. She added that she is looking forward to the time when schools can be visited so that figures reported can be verified.

**13. DATE OF NEXT MEETING**

13.1. It was agreed that the date of the next meeting should be changed from 8th April to Thursday 25th March to avoid a clash with Easter.

Mr Dool closed the meeting by thanking all for their attendance and input. He also commended the Central Team on the informative papers presented, and asked that thanks be passed on the headteachers that had attended. Trustees agreed that their contribution had been most useful.

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**MEETING OF THE BOARD OF DIRECTORS**

**OF THE ACTIVE LEARNING TRUST**

***held on Thursday 11th February 2021***

**ACTION POINTS**

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| --- | --- | --- | --- |
| **Agenda Item** | **Who?** | **Action** | **Timeline** |
| 9.3 | JS | Forward approved HR policies to trade unions for consultation. | ASAP |
| 10. | SC | Write business plan for ITT partnership with Hull University with costings and targets | By end of term |
| 11. | SC | Write to Mrs Driver and commend her of bud writing success | ASAP |
| 11. | SC/DH | Consider future dashboard summaries | By next meeting |
| 12.3. | KJ | Circulate amended Safeguarding Policy Statement to schools | ASAP |
|  | SC | Pass on the thanks of Trustees to the headteachers that had attended | ASAP |

**APPENDIX A**

to minutes of Board meeting 11.02.21

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**4. INTRODUCTION OF NEW HEADTEACHERS**

4.1. Headteachers who have joined the Trust or who are new to headship this academic year had been invited to attend and introduce themselves to trustees. Mr Dool thanked them for attending, adding that they equate to nearly 30% of Trust schools being under new leadership.

Each head gave a brief summary of their background and their school. Trustees were able to ask questions and gain a greater understanding of the successes and challenges for each head.

**Littleport & East Cambs Academy : Mr SCOTT GASKINS**

Mr Gaskins explained that he has been a member of staff at LECA since the school opened. He was appointed Principal for September 2020.

* LECA was a blank canvass and a huge challenge
* All staff had to cover several jobs in the beginning, but are now able to specialise.
* Up to Year 10 – next September will be the first year the school will be full to capacity
* Currently working on rebuilding some curriculum areas
* Challenge to build Year 10 & 11 whilst maintaining financial viability
* An inexperienced SLT has recently been strengthened
* Working with the Trust, Ian Taylor & Tim Bristow
* The LBG is very inexperienced and in need of guidance
* Mr Chamberlain is currently acting as Chair of governors which assist in challenge and support
* Initial Ofsted inspection due

Mr Bush asked about the three key priorities at the school. Mr Gaskins replied that these are Maths, Science and SEND provision. Work is taking place with curriculum leads and a deeper knowledge base in SLT is being established. Mr Bush noted that SEND is higher than the national average at 19%, and asked if the relationship with Highfield is helpful. Mr Gaskins replied that links with Highfield have been extremely helpful, especially with specific cases. In response to a question from Prof Boddison, Mr Gaskins stated that the majority of SEND could be categorised as SMH. He added that the school have employed a family worker and counsellor, who supports students and their families – particularly working with boys.

Mr Gaskins ended by stating that it a great privilege to lead the staff and pupils at LECA.

**Hillside Primary School : Mrs TRACY MCKENZIE**

Mrs McKenzie was appointed headteacher at Hillside Primary School for September 2020 following a period of temporary leaders at the school.

* The focus is on early years and Key Stage 1 – particularly improvement in reading
* Attendance was highlighted as an issue in the last Ofsted report – there is now a rigorous approach that is managed by the SENCo and Deputy head
* Had to close for two weeks during in the Autumn term due to COVID and parents were reluctant to return children to school
* Starting to look at the broader curriculum, whilst still embedding reading and phonics
* Staff do not have the skill set to set the curriculum
* Falling numbers may result in only two classes being admitted in September 2021 (capacity is 3 classes)
* Need to improve the reputation of the school in the local community
* There are over 100 Romanian families at the school

Mr Bush asked is there are any BREXIT implications for Hillside’s cohort. Mrs McKenzie replied that it is difficult to tell at the moment, but it is a possibility that some families leave.

Mr Bush asked about the past weaknesses in middle and senior leadership and how is this being addressed. Mr McKenzie replied that a staffing restructure has taken place. SLT has been reduced and phase leaders increased. The foundation curriculum has been developed. She added that there will be a need to focus the catch up funding for maximum impact. The on-line learning package is of a high quality, with 30% of KS1 and 60% of KS2 accessing it. Equipment has been given out to support families.

Mr Dool asked about parental engagement. Mrs McKenzie replied that this is low and a matter of concern. She would have liked to have had parents meetings before now, but it has not been possible because of COVID, however the SENCo and Family Liaison Worker are contacting families continually.

**Neale-Wade Academy: Mr GRAHAM HORN**

Mr Horn has been at Neale-Wade for over a year, but was appointed Principal for September 2020. He saw his first order of business as self-evaluating, and evaluating the school, as he believed from his work in the previous year that the senior leaders in the school did not have a true view.

* There is a large SLT, who have now been given clear lines of accountability
* The appointment of Diana Osagie has added capacity
* Expectations are moving towards being more realistic
* The staff are challenging, with over half of teachers on UPS
* Work with governors continues and the majority of senior leaders are now in support
* There is an open and transparent approach which SLT are being to see the benefits of
* Looking to re-set foundations – eg subject specialisms and a new curriculum plan
* SEND provision has improved – particularly in subject areas
* COVID has afforded the opportunity to deliver live lessons to a high standard and parental surveys have been supportive. It has been a good opportunity to promote the school and improve PR, eg an on-line cooking club attracted over 100 pupils outside of lessons
* A Trust-led review last month identified reading as an area to work on. Interventions and testing have been introduced
* Trust support has been valuable for different elements

Mr Dool noted that there has been a fair amount of Trust involvement. He asked if Mr Horn felt the Trust has “taken their eye off the ball at NWA”? Mr Horn replied that last year was a period of evaluation, and the Trust have reacted to the need. He added that he believes the openness now adopted has allowed a truer picture to be seen, and that the refection has been healthy. Trust support is now welcomed by the majority of staff.

**Earith Primary School : Mr TOM ABBS**

Mr Abbs has been headteacher at Earith Primary School since September 2019, but under an executive head until Easter 2020, when he became he singular Headteacher. He previous worked for the Trust as Deputy Head at Kingsfield Primary School. Earith is a very small school with only 85 pupils.

* Successes at Earith may seem minor, but are huge to the school, eg a pupil at serious risk of exclusion has remained in school because of work with the whole family and is now attending 100% with full engagement
* The small staff work extremely hard
* On-line lessons are taking place in core curriculum areas, plus well-being, PE and mental health, and pupils receive live feedback from teachers
* A culture of empowering staff to ‘get it right’ has led to improved delivery
* Pupils receive the same education whether they are at home or in school
* Only one family is currently not engaging
* Support from the Trust has been invaluable and always accessible
* Challenges for the short-term future are staffing/recruitment and forthcoming Ofsted
* Children who have struggled include those with PP and SEND and these will continue to be a focus at Earith

Mr Abbs conclude by stating that, from a personal perspective, he has never been happier in his working career and would like to repeat that he has found the support of the Central Trust team immensely supportive.

**Chesterton Primary School : Mrs KATE YEOMAN**

Mrs Yeoman explained that she has worked at Chesterton Primary School since 2015, and was appointed as headteacher after returning from maternity leave in the summer of 2020. The school has had a couple of temporary short-term headship covers.

* Amazing staff at Chesterton. Morale was poor, but has now picked up and the children get the very best that staff can offer
* Exclusions have been high in the past, but staff are now using STEPS which has had a positive impact
* Children are now able to learn and there is less disruption in the classes
* 25% of pupils are FSM
* There is a focus on mental health and well-being
* During lockdown, 40% of the school roll attending in person, and the school tried to persuade more to attend, but some parents were reluctant
* During the last lockdown the on-line offer was not good – this has improved enormously with three live lessons per day and 90% engagement
* Equipment has been given to families to support on-line learning and been well received
* A Pastoral TA is always out of class to concentrate on contacting families
* Parents have been extremely positive about the support from school,
* Pupils are from carried backgrounds with poor Oracy and vocabulary - therefore catch up funding will focus on writing in particular

Mrs Yeoman ended her report by explaining that from a personal perspective she is developing herself as a head and developing staff who are inexperienced.

Mrs Quinn asked if Mrs Yeoman believed it would be a challenge to reintroduce pupils to a routine. Mrs Yeoman replied that the school day is already structured, both with on-line and in school learning. Following the live lessons, tasks are set that have to be submitted for feedback, so pupils are working to a full school day. She added that there may issues with younger children who have not built up stamina.

**General**

Mr Dool thanked all the heads for their reports. He asked if they felt the Trust Board and the Central Team are offering the right support and advice and whether there is more they could do.

Mrs McKenzie replied that she felt the Trust were very supportive. She felt that the central team are very organised and feels she can phone them at anyone at any time.

Mrs Coates echoed this. She stated that she has found it refreshing to work for a Trust that supports school so well. She added that an induction and training package for new heads would be useful. She went on to say that she is optimistic about the future and looking forward to addressing issues within the curriculum to the benefit of pupils and staff. Mr Chamberlain explained that an induction package has already been identified as a need, is past the planning stage and currently being written.

Mr Abbs said that he had always found Trust individuals to be very accessible, with regular KIT meetings. He added that he was excited to see how the ALT Institute develops as this would give employees at all levels great opportunities to develop.

Mr Beswick thanked the heads for their reports, and outlined how beneficial it was for Trustees to hear from headteachers in person as it provides context to the work that the Board do.

Mr Dool agreed with this view, stating that he hoped everyone had found the session useful and informative. He added that the enthusiasm was wonderful to hear, and that he felt proud to be Chair of an organisation that is obviously thriving.

The Headteachers left the meeting at this point.