



Registered Address: Canford Heath Infant School, Learoyd Road, Poole, BH17 8PJ
Telephone: 01202 380015 Email: contact@teachpoole.com
Company Number: 09484306

19th January 2022

Dear Parents and Carers,

Changes to Trust and School Leadership from September 2022

I hope you are well and have had a good start to the new year. It is really exciting for me to be writing to you about something other than Covid, for a change, and this letter is intended to update you on some exciting changes to some of the key leadership roles within our schools and Trust.

As you may know, Trustees are legally required to have in place a Strategic Plan for the Trust, which details all the things we wish to achieve over the next three to five years. This Strategic Plan takes into account the national issues which are facing all schools (such as funding, SEND and Covid recovery) and also matters which affect schools and Multi Academy Trusts individually.

Special Educational Needs and Disabilities demands

As you may be aware, there are considerable issues, both locally and nationally, with the support, provision and gaps in learning for pupils with Special Educational Needs and Disabilities (SEND) in the UK. You will know that, especially within BCP, there has been considerable weakness in the support and capacity of the Local Authority to meet the needs of pupils with high needs in recent years, and Ofsted has ordered BCP to make urgent improvements due to “significant areas of weakness in the area’s practice.” In addition to this, SEND pupils in particular (and our vulnerable pupils, such as those who are entitled to Free School Meals and Pupil Premium) have been the most badly affected by the educational impact of Covid, in the past two years. The gaps in these pupils’ learning and the impact on their special educational needs has been the most detrimental and this has come at a time when the support and capacity available to us through BCP is at its lowest and the funding is inadequate.

Within our Trust, pupils with SEND and those on Pupil Premium, or who are vulnerable, accounts for a fifth of all our children. All of the factors above mean that our schools are facing a real issue with capacity, funding and provision, if we do not think strategically about how to ensure we have a significant additional input of knowledge, experience and expertise within SEND to be able to face these growing issues.

As such, Trustees have recently met a number of times to discuss, at length, how to devise a forward thinking and ‘children first’ solution which allows us to meet the needs of all these children within our Trust, increase the funding we have available to us to meet this need – and the children yet to come. One of the decisions made, which I am delighted to advise you of today, is that we have added in additional capacity to lead this whole area, in the form of the role of ‘Trust Head of Inclusion and SEND’. I am also delighted to advise you that I have asked Natalie Brown, the current Head of School at Ad Astra Infant School, to take up this role across our Trust, from September 2022, when the role will commence.

As you know, Miss Brown is a highly experienced and fully qualified SENDCO and has many years of leadership experience. Her passion for meeting the needs of pupils with SEND; her knowledge and experience of SEND issues and her support for staff with strategies to enable pupils with SEND to thrive, is second to none. I know that she will also be a



Trust Excellence Aspiration Collaboration Honesty

TEACH Trust Poole



Canford Heath Infant School

canford_heath_infant_school

Canford Heath Junior School

canford_heath_junior_school

Ad Astra Infant School

ad_astra_infant_school

Haymoor Junior School

haymoor_junior_school

wonderful support to the four Inclusion Leaders in the schools and she will be a strong and diligent face of Inclusion for the TEACH Trust, especially when dealing with external agencies to fight for what is needed for our pupils. She will also be the Pupil Premium champion and oversee the standards and provision for these vulnerable pupils.

Miss Brown is very driven by SEND and feels that SEND is where her interest and passion lies for her professional future, so we are delighted that she has agreed to take on this huge and important role within TEACH. However, it will mean that, after three successful years, she will no longer be able to be Head of School at Ad Astra from September, and I know she feels saddened about this at the same time. I know you will join me in congratulating Miss Brown on taking up this new and important role, and to thank her for the great work she has done so far (and continues to do) at Ad Astra. She really has been a fantastic Head of School. As such, we will be advertising for Miss Brown's role at Ad Astra later this month, and I am sure we will secure a great candidate to take over the role in this wonderful school. I know Ad Astra staff, parents and pupils will be surprised by this news, but you will still continue to see Miss Brown working within our Trust - and I have no doubt that we will recruit a fantastic new leader for the school.

Head Teachers

One of the highest risks which Trustees have had to consider, which has especially come into perspective over Covid-times, is succession planning - in particular, what would happen if I myself was suddenly, unexpectedly not around, for example.

As you may know, I am currently the CEO of the MAT, the Accountable Person of Poole SCITT (our teacher training organisation based at Ad Astra) and also the legal Head Teacher for all four schools. This means that, if I were suddenly not here, as well as there being no-one legally accountable for the Trust or Poole SCITT, all four of our schools would have no Head Teacher. This would be a disaster for the Trust, and it is clearly something we would wish to avoid.

As legal Headteacher, there are a number of things which only I, as Head Teacher, can do for the schools. These are things such as: be the lead person in an Ofsted inspection; suspend and permanently exclude pupils; agree the school budgets and staffing structures; high level staff disciplinaries and staff dismissals; hear appeals; determine and agree policy and practice; confirm the curriculum, to name but a few. I am sure people may often wonder what the role of a Head Teacher is and what Head Teachers do all day, but I can assure you, like many jobs, it is very hard to pin down the variety and range of issues a Head Teacher deals with on a daily basis. As such, we have had to look at how we can ensure that, if something happened to me, our Trust is not at risk.

Thankfully, we are now in our third year of having had our wonderful Heads of School in place, which has been a truly excellent model for learning and development for new Head Teachers (I myself undertook this role and learned so much from Sue Pelham whilst she was the legal Head Teacher at Canford Heath, at that time). As you know, Miss Waterhouse is in her fifth year of being in a Head of School role and Mr Wilson, Miss Brown and Mrs Palmer are in their third years of this position. I have no doubt that you will agree with me that they have undertaken the Head of School role exceptionally well, especially during the past few Covid months - a time which would test anybody. They have worked tirelessly in their schools, and with myself and Mrs Spratt working centrally, to take our schools, and Trust, from strength to strength, which is why I am delighted to inform you that, from September 2022, Miss Waterhouse, Mr Wilson and Mrs Palmer will be taking on the role of full, legal Head Teacher of their schools. (As stated, Miss Brown is taking on the fantastic new role of Head of Inclusion and SEND, so the Head Teacher role at Ad Astra will be advertised soon.)

It takes a certain sort of person to be a Head Teacher - it is not a job for everyone - and there is a high turnover and real recruitment issues for this role across the country. Head Teachers need to be able to prioritise; be full of knowledge and skill; be great with people and have a kind heart full of moral purpose for children and staff. And my goodness, they also need resilience in bucket loads! Our Heads of School have shown these qualities in abundance, and I have to say that I am so proud of how they have developed, and the Heads that they have become. I know you will want to join me in congratulating them on their new roles, as this is not only exciting for them, but I know from experience, it is also very daunting!

In reality, as parents and carers, you may not notice any real difference to the wonderful work and presence that they already have in your schools: it will be all the hidden things that will pass to them, from me; which they will undertake, I have no doubt, with expert skill and enthusiasm.



Trust Excellence Aspiration Collaboration Honesty

TEACH Trust Poole



Canford Heath Infant School

canford_heath_infant_school

Canford Heath Junior School

canford_heath_junior_school

Ad Astra Infant School

ad_astra_infant_school

Haymoor Junior School

haymoor_junior_school

On a personal note, I have been the Head Teacher at CHJS for ten years now; the Head Teacher at CHIS for seven years and the Head Teacher at Ad Astra and Haymoor for six years, and I am sad to say goodbye to this unique and special role. I have absolutely loved being a Head Teacher and they have been the best ten years of my career. Being a Head Teacher has made me laugh a lot - and cry a lot - but most of all, it has made me feel like my days have been truly worthwhile and that I have given a little back to the schools and community from which I came. I don't mind admitting that I have wrestled with my conscience on this one, and whilst I am genuinely sad to give this role up, I know that this is what is needed to ensure the future security of the TEACH Trust. I also know, without any doubt, that these amazing people will do an incredible job of taking over the role, and leading the schools from strength to strength.

Due to the changes to the Head Teacher roles, which I have explained above, this has also affected the roles which Mrs Spratt is undertaking. She has also taken on a number of new responsibilities over the past few months; such as remote learning lead; overseeing the development of the entire new curriculum and managing the tutoring entitlement for schools post-Covid. She has also been expertly undertaking a number of key roles for Poole SCITT supporting Initial Teacher Training. As such, I intend to slightly amend the title of Mrs Spratt's role from September 2022, to Head of Curriculum and Standards. This new title better reflects her updated role following the other leadership changes, and I know she will continue to do a wonderful job of leading in all these areas.

I am grateful for you taking the time to carefully read this letter, and to take on board the reasons for the changes which will be in place from September 2022 onwards. Despite the changes, please do rest assured that these talented and dedicated people will continue to have your child's best interests at heart, and they are, and remain, 'children first' at all times.

Please do not hesitate to speak to me or your Head of School if you have any questions about any of the above information - and once again, please do join me in offering massive congratulations to everyone on their new roles from September.

With all my best wishes, as always.



Kate Carter
CEO / Executive Head Teacher



Trust Excellence Aspiration Collaboration Honesty

TEACH Trust Poole



Canford Heath Infant School

canford_heath_infant_school

Canford Heath Junior School

canford_heath_junior_school

Ad Astra Infant School

ad_astra_infant_school

Haymoor Junior School

haymoor_junior_school