

APPOINTMENT OF AN ALTERNATIVE SPONSOR FOR THE NEW SECONDARY AND SPECIAL SCHOOLS IN LITTLEPORT

To: Children and Young People Committee

Meeting Date: 8th March 2016

From: Adrian Loades, Executive Director: Children, Families and Adults Services

Electoral division(s): Littleport, Ely North and East South and West

Forward Plan ref: N/A **Key decision:** No

Purpose: To:

- Inform the Committee of the recent withdrawal of the Greenwood Dale Foundation Trust (GDFT) as the sponsor of the new secondary and special schools in Littleport which are due to open in September 2017.
- Seek the Committee's endorsement of the Active Learning (ALT) as the Council's preferred alternative sponsor of both these schools.

Recommendation: That:

- a) The Committee gives its endorsement to the Active Learning Trust being named as the Council's preferred sponsor for the new secondary and special schools to be opened in Littleport in September 2017
- b) The Secretary of State for Education, as the decision maker in this case, be informed of this Committee's endorsement of the Active Learning Trust (ALT) as the sponsor with immediate effect.

<i>Officer contact:</i>	
Name:	Ian Trafford
Post:	Area Education Officer (0-19)
Email:	ian.trafford@cambridgeshire.gov.uk
Tel:	01223 699803

1. BACKGROUND

- 1.1 The Council's Cabinet endorsed proposals to establish a new secondary school in Littleport in 2010. The school is required to meet the demand for places arising from demographic change and proposed housing growth in the District Council's Local Plan. Following a subsequent County-wide review of special school provision, it was further decided to co-locate a 110 place area special school with the secondary school.
- 1.2 The Greenwood Dale Foundation Trust (GDFT) was appointed as the sponsor of both schools by the Secretary of State (SoS) in the Spring 2014. This followed the Council running its usual competitive selection process and making a recommendation to the SoS that GDFT was its preferred sponsor.
- 1.3 The Council and GDFT have since been working together on the implementation of the proposal and, in particular, the client brief for the capital project. The construction phase of the capital project (value £40m) started on site on 4th January 2016. Construction is scheduled for completion in July 2017 and the planned opening date for the two new schools is September 2017.
- 1.4 The project includes a further element, which is the replacement of the adjacent but ageing community leisure and sports facilities with new facilities located on the site of the two new schools. These facilities are currently run by a local charity, the Littleport Leisure Trust (LLT) but the land on which the facilities sit is in the ownership of the Parish Council and is leased to LLT.
- 1.5 The arrangement which will apply to the ownership and management of the new sport and community leisure facilities will vary in the following way. The County Council will retain the freehold of the sports facilities and the part of the site on which the facilities sit and grant a long lease (125 years) to the Parish Council. The Parish Council will in turn enter into a management agreement with LLT who will continue to run the facilities and safeguard their use by the community.
- 1.6 A proposal from the Active Learning Trust (ALT) was also considered as part of the Council's selection process in the spring of 2014. It was acknowledged by the Council's assessment panel that it too would have the ability to run and manage the two new schools but that the GDFT proposal was the stronger of the two.

2. MAIN ISSUES

- 2.1 The withdrawal of the Greenwood Dale Foundation Trust (GDFT) as Sponsor
 - 2.1.1 A letter was received from the Chief Executive of Greenwood Dale Academy Trust dated 30 November 2015. The letter concludes:

"It is with significant regret that, on behalf of the GDFT, I have no alternative but to formally notify you that the GDFT will withdraw its sponsorship of the Littleport Academy and Special School Academy unless CCC reconsiders its position in relation to the leasing arrangements for the Leisure Centre and associated sports facilities,

granting the GDFT the long term lease. The GDFT would then grant a sub-lease to the Parish or Leisure Trust...

We do wish to find a way forward for the project but cannot place ourselves in a position where, because of lease arrangements, we are unable to safeguard pupils on the site"

- 2.1.2 Elsewhere the letter refers to the 'carving' out of a 125 year lease to the Parish Council to facilitate the sports provision as being unworkable. The Trust considered that this placed it in an impossible position regarding the safeguarding of pupils on the site during the academy day.
- 2.1.3 This is a view not shared by County Council officers as risks have been mitigated through design based on experience of the widespread joint provision and dual use models that have been operating throughout the County on secondary school sites. In Linton, where the Granta Special School is co-located with Linton Village College, a community sports centre also successfully operates from the site. Wider access to a range of community education courses and activities are also provided on this site in accordance with the Henry Morris Village College principles. In addition, a number of schools in Cambridgeshire have shared use arrangements with local sports and leisure facilities.
- 2.1.4 Irrespective of the merits of the argument, the Council is not in a position to offer GDFT what it has demanded. The agreement referred to in paragraph 1.5 above balanced a range of local concerns and issue. The negotiations involved the local MP, Stephen Barclay and the Chief Executive of East Cambridgeshire District Council (ECDCC) who brokered an agreement between the various local parties. This took the form of a Memorandum of Understanding (MoU) which was signed in August 2015, which set out the broad principles to which all the parties would operate (including the County Council) in finalising the detailed agreements required to support the leasing and management arrangements referred to in paragraph 1.5. The agreement enjoys widespread support and cannot be renegotiated so soon after its conclusion without placing at risk the good working relationships that have been developed with stakeholders and which are essential to the successful implementation of the project.
- 2.1.5 The decision of GDFT is a reflection of the different ways academy and free school sponsors prefer to work with local communities and different approaches to Trust management, financing and perception of risk. The outcome of the negotiations with the local stakeholders has taken the ownership and management arrangements away from Greenwood Dale's preferred model but closer to that which other Trusts currently experience and are content with. GDFT remain a strong academy sponsor and the Council hopes that it will be interested in future opportunities in Cambridgeshire.

2.2 Options for securing an Alternative Sponsor

- 2.2.1 Officers have considered the options available for seeking a replacement sponsor for GDFT. These have been discussed with the Regional Schools Commissioner (RSC) as his office will advise the Secretary of State, the

decision maker in this case, on a new appointment. The RSC has confirmed that all of the options below are an acceptable way to identify the potential best sponsor for these two new schools:

- Approach the “runner up” from when the selection process was last undertaken; the Active Learning Trust (ALT)
- Identify and directly approach who the Council considers the best sponsor and submit its proposal to the RSC
- Directly approach more than one sponsor and assess them against one another and then identify the Council’s preference and submit it to the RSC
- Re-run the full competition

2.2.2 In the event of a departure from the Council’s process for the establishment of a new school it remains necessary to gain assurance that a suitable sponsor for the two schools is selected.

2.2.3 ALT was considered a suitable sponsor of the two new schools when they were identified as the runner up to GDFT during the Council’s established sponsor selection process. Therefore, ALT’s original proposal has already been subject to full scrutiny by the Council’s member/officer assessment panel and was considered to be of the required quality.

2.2.4 ALT also participated in the public meeting which gave sponsors the opportunity to present their proposals to the local community and answer questions about them. The Council has always considered that the provision of a new school in any community is a significant local issue and that local Councillors and the community should be involved in such a decision. It is also the reason for including the local County Councillor for the area on the member/officer assessment panel. Without re-running the full sponsor selection process, the other options would not allow for the same level of local involvement and scrutiny of the sponsors’ proposal that has already taken place in the case of ALT’s proposal.

2.2.5 ALT already has a presence in Cambridgeshire as the sponsor of the Isle of Ely Primary School in nearby Ely, Chesterton Primary School in Cambridge, Kingsfield Primary School in March and Burrowmoor Primary School in March. It is also the sponsor of the Neale Wade Academy, an 11-18 secondary school in March.

2.2.6 It was considered that the best option for meeting the timescales for the implementation of this project, securing a proposal of sufficient quality and one that has been subject to local scrutiny would be to approach ALT and establish whether it remained interested in being the sponsor of these two schools. ALT has confirmed that it remains very interested in being the sponsor and has been in discussions with the RSC about expanding the number of schools within its existing clusters (one being in Cambridgeshire) as part of a sustainable development plan for its business.

2.3 An updated proposal from the Active Learning Trust

2.3.1 Although the proposal from ALT was previously considered of sufficient quality, there were some areas of weakness identified by the member/officer assessment panel. (The assessment panel's original view of the strengths and weaknesses of ALT's proposal is attached as Appendix 1) The original assessment also took place nearly two years ago. Officers have, therefore, worked with ALT on an approach which does not require a full resubmission but:

- confirms that the original strengths of the proposal identified by the Assessment Panel remain valid and that ALT has the capacity to deliver these projects.
- identifies those changes which have taken place in the intervening two year period that will have a positive influence on ALT's proposal
- sets out the improvements made to the proposal so that it addresses the Panel's view of the original weaknesses.

2.3.2 It was intended to demonstrate that what was already considered a suitable proposal has been developed and strengthened and that the Council would be able to identify ALT as its preferred sponsor of these two schools.

2.3.3 The Active Learning Trust submitted its updated proposal on 12th February 2016 and this has been evaluated by officers within the Learning Directorate. The update is attached as Appendix 2 to the report.

2.4 Conclusions

2.4.1 The ALT proposal now demonstrates a clear strategic vision for the future development of the Trust. The Trust has continued to grow but does so around its own hub model. The hub model is geographically an effective mode of operation for the Trust in terms of staff and governor training, recruitment and the sharing of leadership expertise but also enables it to develop a strong local presence in the communities in which its schools operate. The Trust has five schools in Cambridgeshire and is planning to establish its main office in Ely during 2016. The addition of two more schools in Littleport is both consistent with the hub model and the strategic objectives of the Trust to expand from its current 15 to 20 schools. The plan to grow the Trust follows consultation with the Regional Schools Commissioner for the East of England and North London.

2.4.2 ALT is now able to better resource the implementation of the proposal and has expanded its staff. The current chief adviser to the Trust is Clive Bush, the former head of Linton Village College who oversaw the co-location of the Granta Special School on the site and the redevelopment of the Linton Community Sports Centre and adjacent facilities. He will now work alongside the Principal of the Neale Wade Academy on all the educational elements relating to the Littleport Secondary School. The Council's Assessment Panel was concerned that the original ALT proposal relied too heavily on the Neale Wade Academy in the implementation phase.

2.4.3 At the time of ALT's original proposal it was a relatively new academy

sponsor. There was, therefore, little available evidence regarding the performance of the Trust's schools. Since that time, the Trust has expanded and is now the sponsor of 15 schools. The Regional Schools Commissioner has identified ALT as a suitable sponsor and is encouraging it to expand its operation within those areas (hubs) in which it already sponsors schools.

- 2.4.4 The updated proposal has provided an opportunity for ALT to build a working relationship with an existing Cambridgeshire area special school, Highfields School in Ely. ALT will be looking to develop a more formal link between the new special school in Littleport and Highfield School in Ely, subject to formal discussions with the governing body of the school. The Assessment Panel had considered that the previous proposal had not demonstrated a sufficient knowledge of the Cambridgeshire Special School specification. Therefore, working closely with an existing Cambridgeshire special school is a positive development.
- 2.4.5 The Trust's structure includes within it a special school specialist; David Bateson OBE. He has substantial experience as a headteacher of an outstanding special school and is currently vice-chair of the Federation of Leaders in Special Education and Chair of the national SEND Forum. ALT has confirmed that he will be available to work locally with the head of Highfields on the special school element of the proposal.
- 2.4.6 The ALT proposal has also identified a number of key activities that need to take place almost immediately as part of the implementation plan. ALT has also indicated that it is prepared, where appropriate, to proceed at risk in the period between the Council identifying it as their preferred sponsor and the final decision, which rests in this case with the Secretary of State.
- 2.4.7 The updated submission has demonstrated the development of ALT as a sponsor and directly addressed the comments made by the Council's assessment panel when ALT was previously considered to be the "runner up" to the Greenwood Dale Foundation Trust. It is also clear that ALT fully understands the arrangements developed with the Parish Council and the Littleport Leisure Trust for the operation of the sport and community facilities and are comfortable with these proposals based on its experience of how they operate elsewhere. On this basis, a recommendation is made to select ALT as the Council's preferred sponsor of the two new Littleport schools.

3. ALIGNMENT WITH CORPORATE PRIORITIES

3.1 Developing the local economy for the benefit of all

Providing access to local and high quality mainstream and specialist education will enhance the skills of the local workforce. These schools will also be providers of local employment.

3.2 Helping people live healthy and independent lives

If pupils have access to local schools and associated services, they are more likely to attend them by either cycling or walking rather than through local authority-provided transport or car. They will also be able to more readily access out of school activities such as sport and homework clubs and develop friendship groups within their own community. This will contribute to the development of both healthier and more independent lifestyles.

The capital project for the secondary and special schools allow for the co-location of indoor and outdoor sporting facilities that are currently located in the Littleport Leisure Community Centre on land adjacent to the school site. This will be achieved by the demolition of the current outdated facilities on the adjacent site and their re-provision and enhancement on the school site. The location of the Leisure Centre will provide a unique opportunity to develop links between the schools and local sports clubs and improve participation in sport by local residents who will need to access the site more regularly once the schools are located nearby.

3.3 Supporting and protecting vulnerable people

Providing these local schools will ensure that services can be accessed by families in most need within the designated area.

4. SIGNIFICANT IMPLICATIONS

4.1 Resource Implications

- 4.1.1 New academy schools receive a combination of Council and Education Funding Agency (EFA) funding. The main funding will be based on the local formula applied to all schools, but will need to include diseconomies funding to reflect the costs incurred whilst the new school fills to capacity.

Funding:	Funding Body:	Detail:
Local Formula Funding	EFA	Based on the Council's local formula. Funding recouped from the Council and allocated by EFA (some factors based on county averages in initial years)
Pupil Premium	EFA	Based on National Pupil Premium funding rates
Funding for Education Services	EFA	Based on National Education Services Grant (ESG) funding rates
Insurance Grant	EFA	Additional funding available to support insurance costs
Diseconomies Funding	Council	Funding from the Council to recognise costs whilst the school fills to capacity.
Pre-opening Revenue	Council	Funding from the Council prior to opening (usually 1 term) to support costs of Head Teacher and Admin support)
High Needs Pupil Top-Up Funding	Council	Top-Up funding for pupils with statements of SEN

- 4.1.2 In the initial years of operation new schools are funded based on an agreed number of pupils. In the 4th year of operation the school is funded based on actual numbers plus additional funding to reflect anticipated growth allocated from the Council's Growth Fund.

Please note: The Growth Fund is an amount agreed by Schools Forum which is top-sliced from the schools' block distribution total prior to budget setting to allocate additional funding to schools anticipating growth, including academies.

- 4.1.3 Pre-opening costs payable by the Council have historically been based on the cost of a Head Teacher and administrative support for a term prior to opening (currently £150,000 for secondary schools).
- 4.1.4 Diseconomies Funding is assessed for each new school on a case-by-case basis. The allocation is based on the Post-Opening Grant currently payable to Free Schools, although the expectation is that the lump sum provided to the school will be used to meet at least 50% of these diseconomies.
- 4.1.5 Final revenue funding amounts for new schools will vary depending on numerous factors. As the majority of the funding will come directly from the EFA their application of the local formula factor and national factors is key to determining these amounts.
- 4.1.6 The methodology for funding new schools is subject to change dependent on local and national policy changes and as such will be reviewed on an annual basis.
- 4.1.7 The Council also recognises the need to fund pre-opening costs for Special Schools prior to opening and this figure is currently set at £130,000. All special schools are funded on the place plus methodology. This provides schools with £10,000 per commissioned place as agreed with the EFA for Pre and Post -16 numbers. It is the responsibility of the home LA to then provide top up funding based on the individual needs of the learners in line with their Education and Health Care Plan (EHCP).
- 4.1.8 Once the number of places for each academic year have been agreed this provides a minimum core budget for the school and as such there is no diseconomies funding for Special Schools.
- 4.1.9 Funding provision of £41.5m is made in the CFA capital programme in 2015/2016. The scheme is now committed and work on site commenced on 4th January 2016.

4.2 Statutory, Risk and Legal Implications

- 4.2.1 There are specific statutory requirements which have been followed in seeking to secure a sole sponsor for the new secondary and special schools under the provisions of the Education Act 2011.
- 4.2.2 The Council will grant a standard 125 year Academy lease of the whole site (permanent school site) to the successful sponsor. The model lease was prepared by the DfE and protects the Council's interest in the following ways:
 - The land and buildings being returned to the Council when the lease ends
 - Restricting use to educational purposes
 - The Academy being restricted from transferring the lease to another educational establishment without the Council's consent

- The Academy (depending on the lease wording) only being able to sublet part of the site subject to Council approval

A 125 lease will also be granted to Littleport Parish Council over the new community sport and leisure facilities. The Parish Council will then enter into a management agreement with the current operator of the existing leisure centre, the Littleport Leisure Trust, to operate the new facility on its behalf.

4.3 Equality and Diversity Implications

- 4.3.1 The Council is committed to ensuring that children with special educational needs and/or disabilities (SEND) are able to attend their local mainstream school where possible, with only those children with the most complex and challenging needs requiring places at specialist provision. This proposal in delivering both mainstream and special school provision supports the existing policy of the Council.

4.4 Engagement and Consultation Implications

- 4.4.1 The original process adopted by the Council for consideration of Academy or Free School proposals made provision for a public meeting at which members of the local community met the potential sponsors and asked them questions about their proposals. The public meeting took place on Tuesday 1 October 2013.

4.5 Localism and Local Member Involvement

- 4.5.1 Councillor Daniel Divine, the local member for Littleport attended the public meeting and was a member of the assessment panel when GDFT were selected to sponsor the schools and ALT identified as the “runner up”. Councillor Divine supported the action taken in approaching ALT as the runner up and establishing that it remained interested in sponsoring these two schools.

4.6 Public Health Implications

- 4.6.1 The secondary school will be accessible to pupils as either pedestrians or cyclists. The expectation is that majority of children and young people attending the special school will require transport provision due to the nature and complexity of their needs.

Source Documents	Location
CYP Spokes Briefing 7.01.16 Director’s briefing note 12.01.16 Report to Cabinet 15.04.16 Member Officer Assessment Panel – March 2014 Letter GDFT – November 2015 Memorandum of Understanding – August 2015 ALT – Update on Original Submission – 12 February 2016	Ian Trafford Room Octagon (2) Shire Hall, Cambridge .

Active Learning Trust

Partnership Working and Community Cohesion

Strengths:

- Good focus on engaging the community and listening to needs of locals.
- Real desire to address shortages in the area including youth provision and interest in addressing shortage of post 16 offer.
- Level of understanding about benefits of co-location including: movement across two schools, access to specialist provision for staff and students, staff expertise, career development, sharing social spaces for students: lunch time, relaxation, sports, staff room.
- Trust has an established record of communication and productive working relationship with Council.
- Trust has a desire to build on this relationship and strengthen its partnership working with local schools in the area.
- ALT: highlighted that should they be the selected sponsor they would be at their optimal Trust size and there would be no more growth.

Weaknesses:

- Governance structure across two schools, vision for one head with one Governing Body. Acknowledged that this was proposed as method to maintain connection between two schools, however concern that in practice this would place too much demand on single management team. In addition this would not be able to offer sufficient challenge or support to special school, given the complex nature of this provision.

Special School Specific

Strengths:

- Clear high aspirating for all pupils and desire to prepare them for future life. However little specific curriculum information given.
- Strong desire expresses to work with local community charities and other special schools in the area.
- Interesting ideas on how to develop relationships with social care and health, including setting up a 0-3 assessment centre at the school if possible.
- Ideas for engaging pupils and parents with vision of school before physical buildings are present included: use of video/images to create flavour of environment; early engagement with parents; creating opportunities to meet staff and build relationships.

Weaknesses:

- No direct reference to content of Cambridgeshire's Special School specification.
- Limited understanding of funding arrangements for special school pupils and impact on movement of a few heavily funding pupils on staffing and resources available.
- Quite high reliance on Neale-Wade Academy to provide and share staff between schools in early stages – concern this may put too much pressure on this school.

Leadership and Management

Strengths

- Previous experience working within in Cambridgeshire and low level of funding available.
- Low management fee of 4%, central team provides all services to school including: creation of development plan, curriculum, attendance analysis, achievement, funding, budgeting.
- Four members of team above £58k
- Level of challenge for each school: Governing body sub-set of Trust; CEO holds head to account every 4-6 weeks review development plan/ data and evidence of performance.

Weaknesses

- Less confident of teaching staff numbers in secondary once at 750 pupils. Lots of reference to N-W Academy to explain structure and contact ratio.
- Each school must sign up to value statement outlining Trusts ethos – why was this not included in written proposals?
- Specialist SEN advisor not on interview panel to respond to specific questions from Council. Why not? Raises questions about how visible/available this advisor would be for the new special school?
- Lack of direct evidence to prove effectiveness of Trust, no Ofsted reports released yet.

Teaching and Learning

Strengths

- Plan to ensure the first Yr 7 cohort have an enhanced curriculum: use other year groups from N-W to buddy year 7's, involve older children in paired reading, mentoring.
- Transfer Year 7's to N-W at end of term to experience two weeks of Year 8 curriculum before progression in September.
- Comprehensive response to consideration of vulnerable groups: use of data and tracking to identify individual pupils and generate bespoke plan.
- Well established pupils voice model described, needs some consideration to adapt to new school situation.
- Range of options identified for post 16 provision in the area.

Weaknesses

- Drain on N-W resources?
- Consideration of extended curriculum for Gifted and Talented: good level of detail for extended clubs and activities however, weak on academic offer.
- Pupil voice limited consideration of Special school pupils.

The Active Learning Trust

The Active Learning Trust **A 21st Century Village College for Littleport**

The Active Learning Trust (ALT) is pleased to confirm that, following in-principle agreement at its Board meeting of February 9th 2016, it is in a position to progress the project at Littleport. The Board wishes Cambridgeshire County Council to be aware however that the Board is strongly of the view that the proposed one-form entry primary school should also be developed and operated by the Active Learning Trust either as a sponsored school or as a Free School when that phase of the development is reached. Along with agreed operation of the dual-use sports facilities, this will enable the establishment of a modern school campus that reflects the best and most exciting elements of the Cambridgeshire Village College model.

ALT update

Since the original proposals for the Littleport project were submitted by ALT, the Trust has continued to grow with two further primary schools and one further secondary school joining in Suffolk. In the Cambridgeshire ALT hub, the nearby Isle of Ely Primary School is now fully operational bringing the number of Cambridgeshire schools to 5. Although still in temporary accommodation, this school is both successful and fully subscribed and will move into newly built accommodation by Easter 2016. It is also the Trust's intention to accommodate its head office in Ely during 2016. As a reflection of the growing success of the Trust and in consultation with the Regional Schools Commissioner for the East of England and North London, the Trust has revised its business plan to include an expansion from the original proposed 15 schools to 20 which means the new Littleport schools are within the strategic objectives of the Trust.

Since the original submission in 2014, the ALT hub model of operation has expanded and strengthened and this, along with the regular leadership conferences for all ALT headteachers has enabled a considerable degree of expertise and successful operation to be shared across the Trust. This includes the highly successful recruitment approach and subsequent NQT induction training programme developed in the Lowestoft hub and currently being rolled out across the Trust.

Standards

Chesterton Primary School in Cambridge (opened by ALT as a new school in 2013) was inspected in July 2015 and graded 'good' in a very positive Ofsted report. Neale-Wade Academy (NWA) in March (an ALT school since April 2012) was inspected in February 2015 and removed from Special Measures, with praise in particular for leadership and management. Although designated as still 'Requiring Improvement' and with a rising trajectory of improvement, an HMI Section 8 visit in November 2015 stated that:

'Current detailed information related to predictions for 2016 suggest that standards will continue to improve'. HMI, Nov 2015

In addition, the innovative curriculum and assessment model, now fully operational at NWA, were also commented upon favourably by HMI. Given the robust improvement in standards and increased capacity at NWA, a head of school has been appointed, allowing the Principal to undertake executive roles supporting other schools within the Trust.

Educational Project Management

The educational element of the Littleport project will be overseen by Clive Bush, now Chief Adviser to the Trust and former head of Linton Village College at the time of the co-location of the Granta Special School there and the redevelopment of the Linton Community Sports Centre and adjacent facilities. He will work closely with the Principal of Neale Wade Academy in the recruitment of a headteacher and senior staff for the Littleport Secondary School and the development of an effective, financially viable and appropriate curriculum model and staffing structure. Mr Bush will also work closely with ALT Trustee, David Bateson OBE, who has substantial experience as a headteacher of an outstanding special school and is currently Vice Chair of the Federation of Leaders in Special Education and Chair of the National SEND Forum. More locally, he will work closely with the head of Highfield Special School in Ely where a close working relationship has already been established.

Operational Structure for Littleport Schools

The ALT Board is of the view that a single governing body, working to the main ALT Board should be established for both schools as this is deemed the most efficient and effective management model. Since 2014, governance at the Trust has been further developed and strengthened and there is now an effective hub-based governance model that includes training and support for all governors. This has been reflected in positive comments in Ofsted reports of ALT schools.

'The Governing Body is knowledgeable about the academy and has a good range of skills, which are used well to provide very effective support and challenge the academy leaders.' Ofsted Report, Chesterton Primary School, Cambridge 2013.

Each Littleport school will have a discrete headteacher who will be expected to work in close collaboration with their respective colleague and the head of the new primary school when it is operational. In the first instance, Jason Wing, the Principal of the Neale Wade Academy (NWA) will act as executive headteacher at the Littleport secondary school and we intend to look towards a formal link of management of the special school with Highfields school, subject to more formal discussions with the school governing body. This reflects the growing capacity and strong improvement at NWA which has already provided executive support for Burrowmoor Primary School in March. The appointment and induction of the Littleport leadership will be undertaken by the ALT CEO, Gary Peile, Clive Bush, Jason Wing and Simon Bainbridge.

Each Littleport school will operate an extended school day to allow usage of all sport and leisure facilities until times agreed with the sports centre as well as late afternoon lessons and clubs both academic and non-academic.

Close collaboration with the management of the Littleport Sports Centre and Cambridgeshire County Council will be an essential element of the development at Littleport from the beginning and Mr Wing will take a leading role in this.

Planned Activity with immediate effect from March 2016.

1. A formal partnership to be established with Highfield Special School, Ely, and the headteacher, Simon Bainbridge to become an adviser to ALT regarding the Littleport project on all matters relating to the Cambridgeshire special school specification and funding arrangements.
2. An ALT project manager to be appointed to work in close liaison with Cambridgeshire County Council, the educational project lead, and the developer
3. A close working relationship with the management of the Littleport Sport centre to be established and detailed planning of shared usage to begin.
4. Information to be presented to the people of the Littleport area informing them about ALT and the plans for the new campus.
5. Recruitment of the headteachers of the Littleport schools to be initiated with a view to appointments for January 2017.
6. Detailed curriculum models and staffing plans to be developed for both schools.
7. Strategic financial planning to be developed by ALT Finance Director, Clive Paskell.

Gary Peile
CEO
The Active Learning Trust