

News Bulletin



LIGHTHOUSE
SCHOOLS PARTNERSHIP

Issue 9: 8 November 2023



In this week's edition...

ANNOUNCEMENTS, INFO & UPDATES	AUDIENCE	TASK
Introduction	All	Info
Support with the Operational Review	Heads, Governors and SBMs	Info
LSP Term 2 Newsletter	All	Action
LSP Primary Headteacher Meetings	Primary Headteachers	Action
2024-25 Term Dates and INSET Days	All	Info
Policy Consultation: Complaints	All	Action
Publication of Trust-wide policies	Heads, SBMs and Clerks	Action
Reminder: GL Assessments	SBMs and SENDCos	Info
Safeguarding and Single Central Record Surgery	SBMs, SENDCos and HR	Info
Primary School Direct Placements	Primary Heads	Info
Early Years Foundation Stage (EYFS) Regulatory Changes	Primary Heads and EYFS Leads	Info
FINANCE UPDATES	AUDIENCE	TASK
Reserves Policy	Heads, Governors and SBMs	Info
HR UPDATES	AUDIENCE	TASK
iTrent - System Update	Heads and SBMs	Action
Manager Self Service	SBMs and HR	Action
Payroll - Overtime and Supply Hours	SBMs and HR	Info
Support Staff Pay Award	SBMs and HR	Info
Internal and External Vacancies	All	Info
CPD UPDATES AND OPPORTUNITIES	AUDIENCE	TASK
Safer Recruitment Training	Heads and SBMs	Action
Updated Time: SEND Law and Funding Training with Garry Freeman	Heads, SBMs and SENDCos	Info
Opportunities Register	All	Info
Governor Ofsted Training Session	Chairs and Clerks	Info
iAM Compliant - training for Site Staff	SBMs	Action
Primary Early Career Framework Update	Primary Heads	Info
Upcoming Lighthouse Learning and CPD Networks	All	Info
School Improvement Snippets: Supporting Disadvantaged Learners	All	Info
KEY LINKS, DATES AND DEADLINES		

Introduction

As Gary mentioned a few weeks ago ongoing professional development is key commitment to LSP staff. Over the past few weeks, a number of exciting appointments and events have taken place which continue to expand and develop staff across the Trust as well as improving outcomes for our children.

As this bulletin reaches you our four West100 delegates are in London visiting schools who have achieved strong outcomes for their disadvantaged pupils. The West Country has the largest disadvantaged gap in the country and tackling this complex issue continues to be a key priority for all LSP schools and staff. This group of aspiring school leaders are working with others from across our region and the Reach Foundation. Feedback about the programme has been exceptional and we hope that more aspiring leaders from the LSP will apply to be part of the West100 second cohort next academic year. Recruitment will start in the new year but if you would like to find out more about the scheme please email [Janine Ashman](#), Director of Learning.

Understanding the challenge and reducing the disadvantaged gap has also been a key focus for our Assistant/Deputy Headteacher Network for the past two years. We have been lucky enough to work with Marc Rowlands and on Friday (3 November) a group of twenty LSP leaders attended the Kingsbridge Research School Tackling Disadvantaged Conference to hear from experts in this area. Our leaders also worked together to review and refine their Pupil Premium Strategy and share successful work they have done in supporting the most vulnerable of pupils.

The Education Team are delighted to have appointed our first Primary Curriculum Leaders for our Trust. These will be key posts within LSP, impacting on all our pupils and their teachers. Congratulations to:

- English Lead: Poppie Jones (St Peter's)
- Science Lead: Sara Pearson (Backwell Juniors)
- History and Geography Lead: Beth Brown (Blagdon)

These Curriculum Leaders will be leading networks, strengthening concepts within our curriculum and supporting schools to adapt the LSP curriculum. They will also be developing resources for mixed age classes.

With the upcoming Primary (Friday 17 November) and Secondary (Wednesday 22 November) INSET days further opportunities to discuss and develop ideas, and share best practice will be offered to all teaching staff across the Trust.

Eleanor Capel-Davies

Head of Administration

Support with the Operational Review

We are pleased to inform you that we have secured some additional capacity to support the Central Team with the Operational Review: Tim Perkin has kindly volunteered some of his time for this purpose.



Tim has experience of the education sector in both a professional and voluntary capacity. Tim has been a Governor at Portishead Primary Schools so is familiar with our Trust. He is also very experienced in delivering organisational change.

He will be focusing on researching administrative models in schools/trusts that have a more centralised approach as well as developing our communication strategy to ensure that we can secure full and meaningful consultation on any formal changes proposed.

In recognition of Tim's contribution, we have added some additional resources to the Central Team's Change Management Reserve. This reserve will be used, in the first instance, to support costs associated with schools' change management processes and will reduce the impact of these costs on individual school budgets.

We are very grateful to Tim for his generosity and commitment.

LSP Term 2 Newsletter

As part of my role, I'll be sending out the weekly bulletin, as well as managing our social media and Newsletters. I'm looking forward to working with you all.

I'll shortly be putting together the next LSP Newsletter which will be published at the end of Term 2. If you have any news stories or pictures from your school that you would like to include, could you please [email them to me](#) by **Thursday 30 November**.

A gentle reminder that if you are submitting any imagery, please ensure that you have any relevant permissions.

Remember, you can stay up to date with Trust news on [Facebook](#), [X](#), [LinkedIn](#) and on the [LSP website](#).

Leah Evans
Communications Officer



LSP Primary Headteacher Meetings

The Primary Headteacher's Reference Group has supported the proposal to have additional Primary Headteacher meetings this academic year. These will, initially, be online but will move to in-person later this academic year.

These meetings will allow more time to work collaboratively, including with Central Team colleagues, on a smaller number of key agenda items.

The following are below - please put these in your diaries:

- Thursday 8 February 9.00 - 10.30am (online)
- Wednesday 20 March 1.30 - 3.00pm (online)
- Wednesday 3 July 8.30am - 12.00pm (in person, Venue TBC)

2024-25 Term Dates and INSET Days

The term dates for 2024-25 for all LSP schools are below (these match both North Somerset and BANES Local Authority dates).

Term 1 - Monday 2 September 2024 to Friday 25 October 2024

Term 2 - Monday 4 November 2024 to Friday 20 December 2024

Term 3 - Monday 6 January 2025 to Friday 14 February 2025

Term 4 - Monday 24 February 2025 to Friday 04 April 2025

Term 5 - Tuesday 22 April 2025 to Friday 23 May 2025

Term 6 - Monday 2 June 2025 to Tuesday 22 July 2025

INSET dates will be confirmed, via Bulletin, in the next few weeks - these are currently being discussed with Headteachers.

Policy Consultation: Complaints

Today we are launching the consultation period for the Complaints Policy. This policy will apply to all schools in the LSP and is a statutory document.

Key changes are:

- Creation of a centrally held complaints log - schools will need to submit complaints response letters to the LSP Central Team so they are noted at Trust level. Please note schools are still required to keep their own complaints logs.
- Clearer guidance for complainants on what details of their complaint letter should contain.
- Guidance around how the complaints policy may be impacted by external investigations.
- Extension of the period of time to organise a Stage 3 Independent Trustee Review Panel. All other response timelines remain the same.

[Click here to view the draft policy document](#) - the uploaded document contains tracked changes so you can which contents have been amended and updated.

All Headteachers, School Business Managers and Local Governing Bodies are encouraged to engage with this consultation and provide feedback to us for consideration.

Please submit any comments, or changes (you are welcome to use further track-changes) to the [LSP Central Team](#) by Friday 24 November.

Publication of Trust-wide policies

Following the recent consultation period the following policies have now been updated and published. These policies apply Trust-wide and supersede any other policies/documents you may already have in place at your school.

[LSP Policies on Foldr](#)

[LSP Policies Webpage](#)

Published Policy	Next Steps/actions for Schools
Finance Policy <i>Published on Foldr and LSP Website</i>	Local Governing Body to note the updated policy at next meeting. Relevant staff made aware.
Charging and Remittance Policy <i>Published on Foldr and LSP Website</i>	Local Governing Body to note the updated policy at next meeting. Relevant staff made aware.
Members, Trustees and Governors Expenses <i>Published on Foldr and LSP Website</i>	Local Governing Body to note the updated policy at next meeting.
Debt Recovery <i>Published on Foldr and LSP Website</i>	Local Governing Body to note the updated policy at next meeting. Relevant staff made aware.
Recovery of Salary Overpayments <i>Published on Foldr and LSP Reward Gateway</i>	Local Governing Body to note the updated policy at next meeting. Relevant staff made aware.

Thank you to all those who provided feedback and comments on these policies. A reminder that the [LSP Policy Schedule](#) outlines the policies across the trust and their consultation/renewal dates.

The Educational Visits Policy and Guidance will be published and linked in the bulletin next week.

A reminder that those schools who have an E4Education (Juniper) website have a direct link to the [LSP Policies Page](#) so these have automatically updated.

For those schools without an E4Education (Juniper) website simply provide a link on your policies page to the [LSP Policies webpage](#). To ensure version control please do not download trust-wide policies directly onto your websites.



Reminder: GL Assessments

As part of a schools graduated response to dyslexia/ dyscalculia, some schools are using a screener to highlight need before making a referral to an Educational Psychologist. The graduated flow chart of dyslexia/ dyscalculia was shared in SENDCo networks last year.

The screeners are available to purchase from GL Assessments in batches of 10 or unlimited access.

Please could schools wishing to purchase any of the screening tools below advise [Beth Watts](#) by **Friday 10 November**. Trust pricing can then be obtained and shared before placing an order.

If you think you'll use 47 or more of the Dyslexia and/or Dyscalculia Screeners, then the unlimited annual licences are better value and you won't need to order the individual screeners (x 10).

The prices are:

DG: Dyscalculia Screener Min order of 10	£8.25
DG: Dyscalculia Screener Annual Licence	£385.00
DG: Dyslexia Screener Min order of 10	£8.25
DG: Dyslexia Screener Annual Licence	£385.00

With regards to Rapid Lucid, another Dyslexia Screener. The price is:

Rapid 4-11	9780708727928	£ 275.00
Rapid 11-15	9780708728055	£ 433.00

These prices are for Primary or Secondary and offer an unlimited 12 month site licence.

Safeguarding and Single Central Record Surgery

In response to questions and queries raised in recent Safeguarding Audits we are offering a Safeguarding/Single Central Record (SCR) surgery on Monday 13 November between 9.30am-12.30pm.

A calendar invitation has been sent to all schools (via your SBM or office email) for this MS Teams session. Please feel free to forward to other members of staff if applicable.

It would be useful if you sent any questions you might have in advance of the session by submitting them on [this online form](#).

We plan to answer these questions in the first part of the session and follow that with an opportunity for any individual questions you might have.

Primary School Direct Placements

We are looking for placements for our two School Direct trainees after Christmas - one in KS1 and one in KS2. They have already made a good start with us and by the time their first placement with us ends in December, they will be teaching 60% timetable and taking responsibility for greater aspects of planning and assessment.

We know from experience that having a School Direct student means that you are able to train them in your school's pedagogy and procedures which, should you have a job available for next year, means that they hit the ground running in September. For hosting a trainee, schools will receive a payment of £500.

The seven-week placement will be in two parts due to the schedule of training at the University of the West of England (UWE):

- Thursday 4 January to Friday 26 January (first week observing and working with small groups, then building to 60% teaching)
- Thursday 7 March - Thursday 28 March (60% teaching)

The mentor (class teacher) will need to

- Watch the UWE mentor training (approx 30 mins)
- Model best practice in behaviour management, pedagogy, planning and assessment
- Meet weekly with the trainee
- Support organisation of professional development (e.g. discussion with English lead, opportunities to observe parent meetings)
- Complete a fortnightly review on the UWE platform
- Complete an end of placement review

It's a great opportunity for middle-leaders or aspiring middle-leaders to build mentoring skills. As Senior mentor, I will also visit at least twice to observe the trainee, and will check in regularly with mentors to ensure that everything is on track.

Please [contact me](#) if you have any questions or wish to discuss further.

Jemima Napier

Early Career Teacher Leader

St Peter's CofE Primary School

Early Years Foundation Stage (EYFS) Regulatory Changes

The outcomes of the Department for Education consultation can be [found here](#).

We will review the changes and discuss as part of a future agenda at the EYFS Network.

Reserves Policy

As you will be aware, the budgets set for the three-year period commencing in 2023-24 showed that the collective reserves held in schools across the Trust would be virtually used up by the end of the 2024-25 financial year. As a result, section 5.4 of our Reserves Policy (detailed below) was enacted:

- 5.4. If the Trust's overall reserves are below, or projected to be below, the minimum target range (below 3%), all schools within the Trust will be required to set a balanced budget without utilising their accumulated reserves in order for the Trust to establish or maintain reserves within the target range. This position will be agreed and communicated by Trustees as part of the budget assumptions guidance issued in advance of the budget preparation process.**

The first indications of our reserves at the end of last financial year are higher than anticipated and this obviously improves our position. The Trustees Finance Committee reviewed the impact of this at their meeting on Tuesday 31 October.

For the time being we are not making any changes to our approach to planning for the 2024-25 financial year. Schools are still required to set a balanced budget for 2024-25, without utilising reserves, and we will continue to support schools with this process.

However, the Trustees will review the position again at their meeting on Tuesday 19 December and consider if any use of reserves is affordable.

At this point in time all schools will have completed their projected 2023-24 year end forecast as at 31 October and this should provide a more accurate assessment of our financial position and the steps that schools have already taken. We will communicate the outcome of this review at the start of Term 3, in sufficient time for any implications to be incorporated in the change management plans that schools have developed.

One of the other requirements of the Reserves Policy is for schools to refer spending decisions, outside of the school's agreed budget, to the Trust's Finance Committee for approval - please see the relevant extracts from the policy below:

- 5.6. The LGB of individual schools must refer any spending decision outside the agreed budget, that meets the criteria in 5.6.1 and 5.6.2 below, to the Finance Committee of the Board of Trustees for review and approval. Any such request will only be agreed in exceptional circumstances.**

5.6.1. Spending not included in the agreed budget of £15,000 or more for a primary school or £50,000 or more for a secondary school must be referred to the Finance Committee of the Board of Trustees

5.6.2. Additional staffing to the levels agreed in the budget (either contracted or casual for a period of more than one month) must be referred to the Finance Committee of the Board of Trustees

continued...

Reserves Policy continued

The Trustees agreed to review this process after Term 1 and undertook this review at the Finance Committee meeting on Tuesday 31 October.

There have not been many applications made by schools and most have been/are being processed effectively. However, the Trustees are making one change to the arrangements with immediate effect.

We were clear that paragraph 5.6.2 detailed above also applied to additional staffing required for children and young people with SEND e.g. a new pupil or a pupil with increased top up funding. This was to ensure that the deployment of existing staff was fully explored to support these situations ahead of appointing additional staff. However, this is a complex and time-consuming process, when the appropriate support needs to be put in place promptly. Consequently, we are making the following exception to paragraph 5.6.2 of the Reserves Policy:

Schools can utilise additional top up funding, over and above that included in the agreed budget, to appoint additional staff on a fixed term contract to 31 August 2024 in order to meet the needs of the pupil without requiring the approval of the Finance Committee.

Permission from the Finance Committee will still be required through the normal process should a school want to appoint additional staff on a permanent basis.

The application form is [available here](#).



iTrent - System Update

iTrent had a system update on the evening of Thursday 2 November 2023 which has resulted in the home screen not being visible/loading correctly.

This can simply be resolved by clearing the browser cache of your web browser. [Here is some guidance](#) on how to do this.

Once this has been completed you should be able to log back into iTrent and view the home screen.

If you have any further difficulties, please contact the [Central HR Team](#).

Manager Self Service

The first phase of training for Manager Self Service (MSS), for those managers who need to approve holiday requests, has taken place and a how-to-guide has also been provided.

The second phase will be to provide access to MSS to the remaining managers across the Trust.

In order to do this we need to ensure that schools have the 'Reporting Manager' correctly identified in schools to ensure we are compliant with GDPR. We appreciate that most schools have been checking reporting managers in iTrent, however before we roll out the access to the remaining managers we want schools to confirm that this data is correct.

We will provide a report to School Business Managers (SBMs) and Headteachers, which will be available in the HR Secure Team by Friday 10 November. SBMs will need to check that this information is correct for their school and confirm this to the Central HR team before access is given to the iTrent system.

Payroll - Overtime and Supply Hours

We have been contacted by the Neo People Pensions Team, to advise that some overtime and supply payments are not being added correctly to iTrent and this is causing issues with employee's pensions.

In order to ensure all overtime payments are being added correctly, please refer to [this guidance](#).

Support Staff Pay Award

The local government pay offer (which covers school support staff) has now been agreed for 2023.

Two of the three unions, Unison and GMB, agreed to the pay deal. As the majority holders this means the deal has now been accepted.

The pay rise is £1,925 for all support staff.

You will be aware that the Trust agreed with its unions to pay this amount with effect from 1st April 2023, and so there is no additional pay, or backpay, to be paid to support staff.

School Business Manager Vacancy

High Down Schools are recruiting for a School Business Manager to replace their existing SBM who is retiring at Christmas. The post is for 35 hours per week and is at grade JM2. The role is being advertised internally, and details [can be found here](#).

Deadline for applications is Sunday 12 November 2023.

Senior HR Advisor Vacancy

The Central HR team are recruiting for a Senior HR Advisor to replace Jackie Miles, who has an opportunity for career progression in a newly formed MAT. The role is being advertised externally, and details [can be found here](#).

Deadline for applications is Monday 13 November 2023.

Interim Assistant Headteacher Position

Chew Valley School are currently advertising for an Interim Assistant Headteacher from January 2024 fixed term until 31 August 2024. This role is also being advertised externally and details [can be found here](#).

Deadline for applications is Monday 20 November 2023.



Safer Recruitment Training

Delegated Services are running a Safer Recruitment training session on Friday 17 November for LSP staff. This will be a face-to-face session running approx. 9.30am-4.00pm at a LSP school venue to be confirmed.

This course would be suitable for all line managers who recruit staff. It will cover key safeguarding elements to shortlisting and interviewing staff for vacancies within your school. All interview panels need at least one member of the panel to be safer recruitment trained.

If we get enough bookings for the course it will be free of charge. Confirmation of the course, and venue, will be sent out by Friday 10 November.

Please [use this booking form](#) to sign up any staff from your school who would be interested and available to attend this session. Deadline for bookings is **9.00am on Thursday 9 November**. Please fill out the form multiple times if there are a few people from your school looking to attend.

Primary colleagues - please bear in mind that all primary teaching staff are attending a session on this date at St Peter's with Tom Sherrington so would not be able to attend.

Updated Time: SEND Law and Funding Training with Garry Freeman

As [mentioned in the bulletin on Wednesday 4 October](#) we have organised a session with SEND consultant Garry Freeman to run training on SEND Law and Funding.

Due to Garry's availability the timing of this session has now changed to **3.00-6.00pm** (was 1.00-4.00pm) on **Monday 4 December**.

An updated MS Teams Invitation with the new timings has already been circulated.

Apologies for any inconvenience this may cause.

Opportunities Register

The LSP opportunities register is an important tool for us to identify staff who would like to take on additional responsibilities, secondments and leadership roles within the Trust. This allows us to move staff around our schools and share their expertise. Recent work has included:

- Long term secondments to leadership roles
- School to school support to complete specific pieces of school improvement work
- Opportunities to lead moderation and CPD

Interest can be shared during the appraisal process or passed to us directly using [this online form](#).

If staff would like to discuss or find out more about opportunities across the Trust they can also contact [Janine Ashman](#), Director of Learning.

Governor Ofsted Training Session

In the bulletin last week we published details of a training session for Primary Headteachers, Deputy/Assistant Headteachers and SENDCos focusing on preparing for an Ofsted inspection including the phone call with the lead inspector.

We now have a training session for all governors which will be held on Microsoft Teams on Thursday 18 January from 6.30 - 7.30pm. The session will be led by Neil Lankester (Director of School Improvement and Lead Ofsted Inspector).

In this session we will cover:

- The role of governors in the inspection framework
- How to prepare in the build-up to inspection
- What to expect during the inspection

To sign up for this session please click [here](#).

Neil will also be hosting a Governor Pupil Premium Training Session in February 2024 –details on this session to follow next week.

iAM Compliant - training for Site Staff

Thank you to those of you who attended the training session for iAM Compliant on Thursday 19 October. As discussed on the day, you are now in a position to train your site staff.

To support with this we are offering an additional training session specifically for site staff: this has been arranged for Friday 17 November 9.30am-13.30pm. The training will take place at Gordano Secondary School and will include a light lunch.

For any schools whose site staff are unable to attend the session we would ask that SBMs spend some time with them to share your knowledge and to set expectations.

Please email [Beth Watts](#) with the names and email addresses of your site staff who will be attending by 9.00am Wednesday 15 November. Please could attendees bring a laptop if possible (this is not essential).

Primary Early Career Framework Update

The Education Development Trust (EDT) have shared [this online update](#) about the ECF our primary Early Career Teachers (ECT) are completing.

Please share this update with their Mentors and Induction Tutors.

Upcoming Lighthouse Learning and CPD Networks

Please email [Lighthouse Learning](#) if you have any questions about the below events.

Date	Event
Thursday 9 November 3.30–4.30pm online	PAPYRUS SP-ARK training for DSLs
Friday 24 November 1.15 - 4.00pm in person	Primary English Network: English Hub Building, St Peter's School
Friday 17 November	LSP Shared Primary INSET -Tim Sherrington @ St Peter's School
Monday 20 November 1.15-4.00pm	Primary Science Network: Online (more details to follow)
Monday 4 December 3.00-6.00pm	SEND Law and Funding Training with Garry Freeman Online



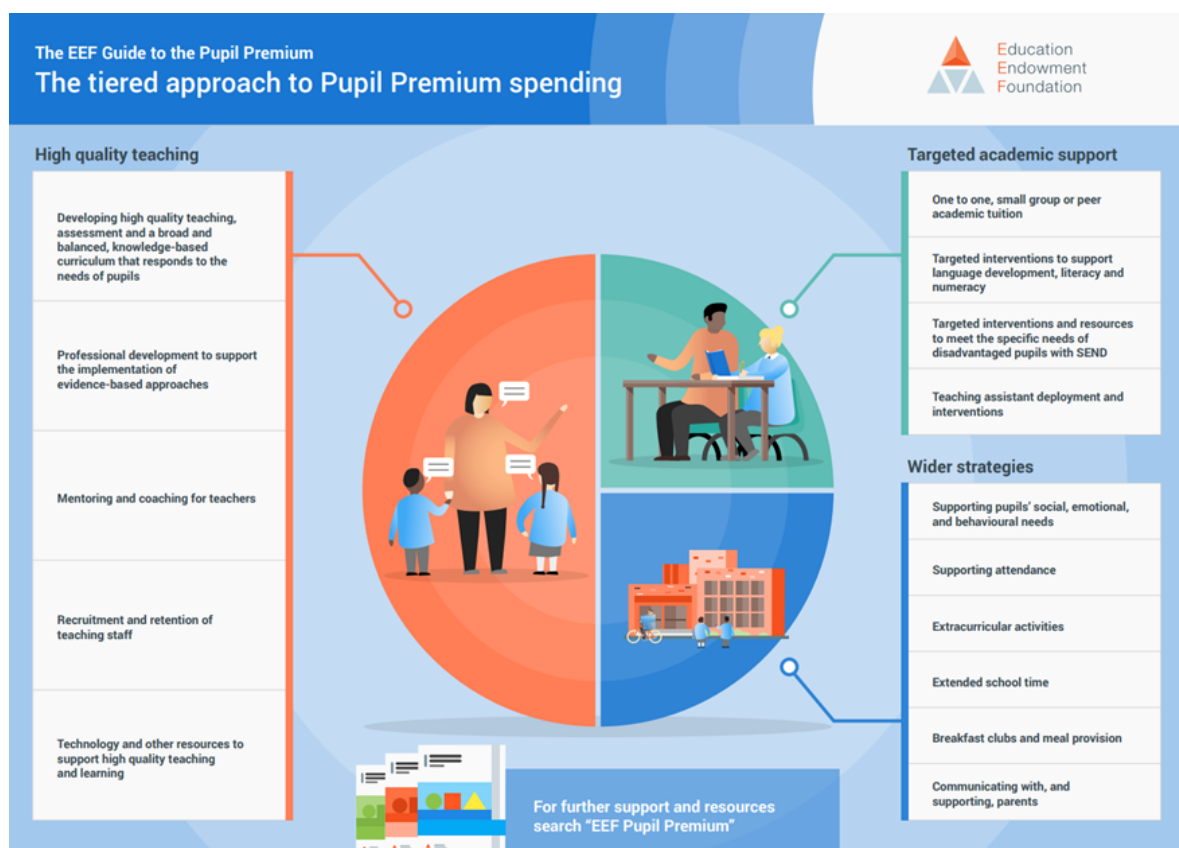
‘School Improvement Snippets’ - Supporting Disadvantaged Learners

This year I have taken over as the Trust Strategic Lead for Disadvantaged Learners and will be leading the network as well as updating our trust-wide approach and support.

As part of my new role, myself and Natalie Wilcox, Director of Secondary Education, went to the Disadvantaged Conference at Exeter Racecourse on Friday last week (as mentioned in the introduction above). The conference was led by Marc Rowlands with guest speakers from different schools talking about how they use Education Endowment Foundation (EEF) guidance materials to support an evidence and research based approach to supporting learners.

Disadvantaged plans need to be updated and published on your school websites by 31 December at the latest. Over the next few weeks I will be feeding back key messages from the conference and will be using materials from the newly updated EEF Toolkit which can be accessed [here](#).

Core message 1: An effective disadvantaged plan should always be built on high quality teaching in the classroom.



continued....

Supporting Disadvantaged Learners

Making sure an effective teacher is in front of every class, and that every teacher is supported to keep improving, is essential for all pupils but it especially important for socioeconomically disadvantaged pupils. Investing in high quality teaching should rightly be a top priority for Pupil Premium spending. Strategies to support this could include investing in professional development, training, support for early career teachers, and recruitment and retention. **This means that every moment of every day must be utilised in the very best way to support pupils to learn through explicit instruction.**

Through our work in our school development plans we therefore should be looking at how we develop this in our schools to impact on all areas of learning. Marc Rowlands, at the conference on Friday talked about the fact that as leaders sometimes we look for quick fixes when the answer is in front of us - make our teachers even better. He also acknowledged that this means rolling our sleeves up to do the hard work - which takes time to develop coherently across a school. In reality this means that simply delivering a scheme, or prepared lesson will not support our children - our teachers need to think really carefully about how we deliver, why we are delivering what we are and then how we adapt based on our formative assessment.

The EEF Toolkit suggests ways in which this can be achieved - our job is to take this research and put it into action in our schools. Our School Development Plans (SDPs) and training plans should involve clear training to show staff how to deliver what we want them to, coaching and really effective feedback.



Actions we are taking as a Trust to support leaders in schools

As a Trust this year we are working on our pedagogical approach and are basing this on Rosenshine's Principles of Instruction. As a Trust we are also supporting leaders through the purchase of teaching Walkthrus and CPD to use this well. This work should be clear in your SDPs and should be built into school disadvantaged strategies.

If any of you would like a specific Disadvantaged Review myself and Natalie would be really happy to do this. We are happy to offer a half day review with school leaders - to book one [send me an email](#).

I will also be looking at the diary this week to book in a meeting on Teams with Disadvantaged Leads to review what was taken from the day at Exeter Racecourse and to support action planning - tell your leads to keep an eye out in their inbox!

Neil Lankester
Director of School Improvement

KEY LINKS, DATES AND DEADLINES

These reminders do not replace the Annual Planner so please ensure you are checking this regularly.

Please note the following links will only work for those who already have access to the relevant site or folder. If you feel you need to be given permission to access something please let us know.

[Click here to access the Annual Planner \(via Sharepoint\)](#)

[Click here to access an index of previous bulletin articles](#)

[Click here to access previous editions of the LSP weekly bulletin](#)

DATE	KEY DATE OR DEADLINE	FAO
Wednesday 8 November 2023	School Leaders' Meeting @ Nailsea Baptist Church Click here to view the agenda for this meeting.	Headteachers
Friday 17 November 2023	Primary INSET Day @ St Peter's with Tom Sherrington	Primary Heads
Wednesday 22 November 2023	Secondary INSET Day @ Gordano School	Secondary Heads
Friday 24 November	Deadline for response to Policy Consultation: Complaints	All
Friday 24 November	Submit projected financial out-turn report as at end October following approval by LGB to Central Team .	Clerks/SBMs



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SCHOOLS PARTNERSHIP