Our Vision
Achieving More Together

Our Mission
Working together passionately to achieve the best outcomes for children and young people in our specialist SEND and AP settings

Board of Trustees Annual Report 2025/26

Foreword from the Chair of Trustee

2025/26 has been a year of growth, development and opportunity for Enable Trust. Throughout the year, Trustees have remained focused on ensuring the best possible outcomes for children and young people across our specialist SEND and Alternative Provision settings.

We have overseen the successful integration of Pathways Learning Centre, strengthened governance and risk management arrangements, invested in leadership capacity and supported plans for sustainable growth. We have also continued to maintain close oversight of educational standards, safeguarding and financial performance across the Trust.

As Enable Trust continues to grow, our commitment remains unchanged: to work together passionately to achieve the best outcomes for children and young people and to deliver our vision of Achieving More Together

Our Impact in 2025/26

During the year, Trustees:

- Provided strategic leadership during a period of organisational growth.
- Oversaw the successful integration of Pathways Learning Centre.
- Strengthened governance, risk management and assurance arrangements.
- Approved investment in leadership and central services capacity.
- Maintained strong oversight of educational quality, safeguarding and finance.
- Approved long-term plans for people, finance and organisational development.
- Explored future growth opportunities to increase specialist provision across the region.
- Strengthened partnerships across the wider SEND system

The Board remains committed to ensuring that Enable Trust continues to deliver outstanding provision, strong governance and sustainable growth so that more children and young people can benefit from high-quality specialist education.

Leading the Trust

Trustees continued to guide Enable Trust through a period of significant development and change. All decisions were aligned to the Trust's vision, values and commitment to delivering high-quality specialist education.

During the year, Trustees supported the ongoing development of our two new free schools: Sandfield Academy in Cheltenham and Trym Valley School in Bristol. Trustees also approved, in principle, the proposed transfer of Pegasus School into Enable Trust, subject to due diligence and Department for Education approval, and approved further due diligence work in relation to Belmont and Sladewood Schools in Gloucestershire.

To ensure the Trust remains strong as it grows, Trustees approved investment in leadership and central services, including the creation of a Director of Education role.

Trustees also continued to shape the Trust's long-term strategy, considering how Enable Trust can expand its impact while maintaining high-quality provision and strong partnerships across the SEND sector

Ensuring Quality, Safety and Sustainability

Educational Quality

Trustees maintained regular oversight of educational performance, pupil progress and school improvement priorities throughout the year. Work continued to strengthen a Trust-wide approach to evaluating educational quality and supporting continuous improvement across schools.

Trustees also monitored developments in the national inspection framework and ensured schools were well prepared for inspection.

Safeguarding and Pupil Welfare

Safeguarding remained a key priority throughout the year. Trustees reviewed safeguarding arrangements, approved updates to safeguarding policies and maintained regular oversight of safeguarding assurance processes.

The Board also monitored emerging challenges linked to increasing pupil need and wider pressures on external support services.

Financial Stewardship & Estates

Trustees monitored budgets, reviewed financial performance and ensured public money was managed responsibly. The Board received assurance through internal and external audit processes and maintained oversight of financial risks associated with growth and organisational change.

During the year, Trustees approved a new Finance Strategy and an Estates Strategy to support future planning, sustainability and organisational resilience.

Risk Management

Trustees strengthened governance and assurance arrangements through improved risk management systems, clearer reporting and enhanced committee oversight. These developments have helped ensure that the Trust remains well governed and resilient as it continues to grow.

Listening and Working Together

Supporting our Workforce

Trustees reviewed staff survey results and were encouraged by improvements in staff engagement and perceptions of the Trust. The Board also approved a People and Culture Strategy and Workforce Development Plan to support recruitment, leadership development, succession planning and staff wellbeing.

Partnership and Collaboration

Throughout the year, Trustees worked with schools, local authorities, health partners, the Department for Education and neighbouring trusts to support positive outcomes for children and young people.

The Board also developed a partnership with Ascent Trust to share learning, explore different approaches to governance and support continuous improvement.

These relationships help ensure that Enable Trust contributes positively to the wider education system while remaining focused on meeting the needs of local communities.

Strengthening Governance

The Board undertook a significant review of governance arrangements during 2025/26. This included reviewing the Scheme of Delegation, updating governance structures and strengthening support and development opportunities for Trustees and Local Governors.

Key achievements included:

- Establishing a Remuneration Committee.
- Developing a comprehensive governance skills audit process.
- Strengthening risk and assurance arrangements.
- Enhancing strategic reporting and committee effectiveness.
- Supporting succession planning for future governance leadership.

At the end of the academic year, Trustees elected Susan Fairhurst as Chair of Trustees and Sarah Slade as Vice-Chair for 2026/27

Acknowledgements

The Board of Trustees would like to thank our pupils, families, staff, school leaders, Local Governors, partners, volunteers and local communities for their continued support and commitment.

We would also like to express our sincere thanks to Ben French, who completed his four-year term as a Trustee in July 2026. His contribution has played an important role in the development of governance across the Trust.

About the Board of Trustees

The Board comprised 11 Trustees during 2025/26 and met seven times during the year. In addition to formal Board meetings, Trustees participated in committee meetings, school visits, strategic planning activities, stakeholder engagement events and training.

Board composition at the end of 2025/26

Trustee	Position
Susan Fairhurst	Chair

Nicola Reynolds	Vice Chair
Michael Adlam	Trustee
Ross Barnes	Trustee
Donald Cuthbert	Trustee
Richard Cuttell	Trustee
Ben French	Trustee
Nigel Harrisson	Trustee
Paul Santamaria	Trustee
Sarah Slade	Trustee
David Tubb	Trustee

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