

29 September 2025

Dear Stakeholder

Over a period of several months, the Boards of Trustees of Clarion Corvus Trust (CCT) and Inclusive Schools Trust (IST) have been exploring options for working together. The main driver for this is our shared aim of providing all the young people within our schools with the best educational outcomes.

There are a number of reasons why it makes sense for CCT and IST to work with each other, including:

- Our vision and values are closely aligned
- Our senior staff are already engaging with some joint work
- All of our schools are located in Norfolk and North Suffolk

The Trustees are considering bringing the two Trusts together formally to create a single, new Trust. We believe there would be significant benefits for pupils and staff in creating the new Trust including:

- Schools will be more closely connected and will be able to access further resources from the Trust more easily, with children benefiting from the possibilities this allows
- Wider and even greater support in providing the best learning environment for the collective schools
- Expanded professional networks for staff
- Improved career opportunities and professional development for staff
- Greater flexibility with our resources to meet future challenges.

The Boards of Trustees are now undertaking a detailed review of all of the key information required to make a fully informed decision. As part of that, we wish to hear your views on this proposal. To give you some additional context, we have attached a Frequently Asked Questions (FAQ), which we hope will be useful.

Please send your comments to: CCTISTmerger@gmail.com

The consultation will run for four weeks from 29 September until 27 October. As part of the consultation, there will be a number of meetings held, so that stakeholders can ask questions or give their points of view.

Further details of the meetings will be made available in the next week.

Following the full consultation, a decision will be made regarding the possible merger. It is anticipated, that providing there is support for the move, the merger would take place by April 2026.

Yours faithfully,



Ms. Christine Nichols
(Chair of CCT)

Mr Jeff Prosser
(Chair IST)

Consultation Frequently Asked Questions

Why would we want to create a single new Trust?

As a larger single Trust, the scale and flexibility of our combined resources would enable us to:

- Offer even better educational experiences and outcomes for our pupils
- Have access to increased direct funding for capital projects from the DfE
- Ensure we recruit and retain the highest quality of staff by offering more and better training and career opportunities for staff
- Use resources more flexibly and effectively.

Across the Academy sector nationally and locally, Trusts are growing and expanding. Such collaborations may impact on our future and we believe we must explore all options moving forward. A voluntary, proactive decision to take ownership of our growth and future strategic direction now, offers both CCT and IST a strong degree of protection autonomy and agency.

Why aren't we just going ahead with it then?

Although we have already established that there are very strong educational reasons for creating a single new Trust, it's important that we take time to fully understand the strengths and challenges of each Trust. We may discover through this process that some of our ways of working are incompatible.

Would creating the new Trust cost money?

There would be some unavoidable costs e.g. the legal costs. However, all costs would be kept to a minimum and. We would make savings in the longer term and would see any one-off costs associated with creating the new Trust as being a worthwhile investment to unlock future benefits and savings.

Who has a say in the decision?

The decision about whether or not the Trusts should come together to create a single new Trust, rests with the two Boards of Trustees. However, as part of the process of gathering information to inform that decision, our stakeholder consultation will enable parents, staff, community members and other interested parties to make comments on the proposals. Ultimately, the final decision on whether the proposal goes ahead rests with the Regional Director for East of England and the Advisory Board for that area.

What would be the name of the new Trust?

It is possible that the new Trust would have a new name, but no final decision has been made. It is likely that any new name will recognise the contributions of both current Trusts.

When would we know the outcome?

It is expected that all information gathering and analysis will be completed across the Autumn term. We would hope that the Boards of both Trusts would be in a position to decide on whether or not to progress by January 2026.

Would there be any changes to the way schools work?

There are no plans to change the way any of our schools work. All are unique and it is essential that we maintain their individuality. Our schools reflect their communities and we think it's important they continue to do so.

Would there be changes to uniforms, badges and logos?

There are no plans to change uniforms. Any decisions about the branding of the new Trust would be taken by the new Trustee Board. However, we would look for that to happen over time.

Would there be job losses affecting Trust staff?

We do not envisage any job losses as a result of the merger. A key benefit of the merger is the additional support capacity it would bring. Reducing capacity through job losses would be counterproductive. As the Trust embeds, there may be opportunities to look at staffing structures to increase efficiencies. Mr Adams will take on the role of CEO and Mrs. Sawyer will be Deputy CEO.

What changes will there be?

There are no specific changes proposed in schools. In fact, our goal would be to ensure that pupils and staff experience the creation of the new Trust as seamless. However, going forward we would expect our schools to experience the benefits of stronger education and business functions. There would be changes to the governance and leadership of the Trust and in some central functions:

- Each Trust currently has Members and Trustees and the new Trust would look to appoint its Members and Trustees from the two existing groups;
- In the same way, the Executive Team would be made up of current post-holders from each Trust;
- The central support services offer to schools would be improved and based on the best elements of existing practice across both Trusts.

What will happen if we decide not to create a single new Trust?

CCT and IST have already seen the significant benefits of working together and as such, we would continue to look at other avenues for working closely together, although we would not then be able to achieve the full benefits that would come with the creation of a new Trust.