

**Minutes**  
**Trust Board Planning Meeting**  
**Monday, 28 April 2025 at 5pm,**  
**In person at Yewdale Primary School, Carlisle**

<b>Present:</b>	Lorrayne Hughes, OBE, Chief Executive (LH)
	George Beveridge, Chair (GB)
	Sandra Keaveney, Trustee (SK)
	Catherine Reeves, Co-opted Trustee (CR)
	Brian Webster-Henderson OBE (BWH)
	Dr Bill Snaith, Trustee (DBS)
	Matt Hood, Trustee (MH)
<b>Together with:</b>	Margaret Payne, Trustee (MP)
	Sally McAllister Head of Operations (SMcA)
	Matt Butler, Director of Primary Improvement & Professional Development (MB)
	Des Bird, Director of Secondary Improvement (DB)
	Tom Martell, Director of Strategy & Operations (TM)
	Gill Martin, Director of Finance (GM)
	Sue Newstead, Director of Learning Provision (SN)
	Kerry Rogerson, HR Manager (KR)
	Barry Simpson, Deputy Head, Workington Academy (BS)
	Danielle Bayram, Queen Katherine School (DaB)
Lucy Hewson, Clerk to Trust Board (LMH)	
<b>Apologies</b>	Richard Berry, Jeff O'Neill, Trustees
<b>Minutes taken by</b>	Lucy M Hewson
<b>Quorum required</b>	3
<b>Members present</b>	8

Member support, questions and challenge in red

Responses in green

**Actions in bold**

Agenda		Action	By who?
2	<p><b>Welcome</b></p> <p>GB welcomed SK. Sandra is the Chief Executive of North Allerdale Trust and has worked with some CET schools in her role. She has an interest in Alternative Provision and SEND. She is very interested in CET and happy to join the Trust. Everyone introduced themselves to SK.</p> <p><b>Chair's introductory remarks:</b> an update on the Regional Advisory Board. There has been a withdrawal of funding for voluntary converters and the general churn of policy has meant the conversion rate has slowed.</p> <p>Michael Donnelly has completed his term of office and unfortunately cannot undertake a second term due to health reasons - we wish MD well with his treatment and thank him for his work on the Board for the last 4 years. LH and GB are reviewing possible applicants for the Trustee vacancy.</p>		

3	<p>a) <b>Apologies</b> received from JON and RB.</p> <p>b) <b>Declaration of Interest</b> None.</p> <p>c) <b>Notice of Any Other Business</b> None.</p>		
4	<p><b>Trust Board Self Evaluation</b></p> <p>- <b>Strengths and Area for Improvement</b></p> <p>TM gave introductions and the key insights from the Self Evaluation completed by the Trustees prior to the meeting were circulated.</p> <p>From Trust Board self-evaluation the top three challenges were as follows:</p> <p><b>Challenge 1: Reflecting and Engaging with our Communities</b></p> <p>Many trustees questioned how well our governors reflect our communities in terms of protected characteristics as well as broader aspects of being embedded within the local communities. A common reflection was that we should consider how we ensure that each school is more effectively enmeshed in its local community.</p> <p><b>Challenge 2: Strengthening our LABs</b></p> <p>While there was recognition that progress has been made with some LABs, we continue to struggle to recruit to others. Notably, there is a split here between the primary and secondary LABs with the secondaries in a much healthier position. While there are other ways that we might strengthen our LABs, without getting the right people in room it is hard to progress with other areas. Questions were also asked about if we need to review how our LABs operate to make them more accessible to the more diverse prospective members we would like to recruit.</p> <p><b>Challenge 3: Managing Multi-Layer Governance</b></p> <p>There was a common concern about how to manage the challenge of multi-layer governance involving the board and the LABs. Specifically, if we need to review the division of responsibilities or perhaps simply provide more guidance to LABs about the scheme of delegation and the overall expectations. There were also questions about how we strengthen two-way communication across our governance structures in a way that is realistic.</p> <p><b>Discussion Questions:</b></p> <p>Trustee asked about rate of suspensions and Permanent exclusions (PEXs) on the West Coast.</p> <p>DB said that WA suspensions have reduced. TWA suspension rate is a challenge. Both schools' suspensions rates are lower than national average.</p> <p>52% of suspensions are from 17 children. Both schools are doing much work to improve behaviour with the small number of students who are persistently disruptive.</p> <p>WHS has reduced the number of suspensions and PEXs due to valuable work done to improve behaviour.</p> <p>Trustee is pleased to hear this summary.</p> <p>There was the discussion of the great need for more alternative provision on the West Coast.</p> <p>SN noted the work done in the Secondary schools to offer their own internal alternative provision. Chair of SI Committee visited TWA and WA last week and was comfortable with the schools making the right calls with PEX decisions.</p> <p>He gave examples of curriculum changes at TWA, for example 'On the fells' for Geography lessons, which is really dynamic.</p> <p>There was a discussion on GAG pooling and how it would be helpful for Government to share guidance on this.</p>		

	<p>Chair discussed the new schools who have joined CET. We want them to experience the full Trust benefit for joining CET.</p> <p>The financial model is not fully embedded in all the new schools yet. The two new Secondary schools are already contributing to Trust Services.</p> <p>MH asked for an update at July Trust Board meeting of other schools who have shown an interest in joining CET.</p> <p>There was group work on the Trust Board self-evaluation summary results.</p> <p><b>Key points from groups:</b></p> <p><b>Group 1 (MP chairing):</b></p> <p>How to improve the effectiveness of our LABs was discussed. LAB recruitment was discussed as well as induction training and presentations at Parent’s evening. Any LAB is only as good as its Head and Chair. Chair’s role and training was discussed.</p> <p>Reflecting and engaging with our communities was discussed. Do we know what our communities consist of, how are the schools placed in their communities and can we strengthen links in the communities. Third sector resources and joining up with our communities such as making more of our facilities available in the evenings, was discussed.</p> <p><b>Group 2 (MH chairing):</b></p> <p>The group said the highlights felt right: overall levels of governance were good with strengths including the general quality of reporting to the board as well as compliance with a particular emphasis on clean audits and avoiding financial ‘surprises’.</p> <p>Strengths were also noted around purpose and direction, culture and values. Signs of promise were also noted around educational quality and improvement, while recognising that we are still to see this reflected in some of the school outcomes.</p> <p>The group discussed multi-layer governance and how time was needed to bed in the new hub model.</p> <p>There is variation in the quality of the LABs - we have models of what really good looks like for a LAB.</p> <p>We need to clearly define ‘what good looks like’, for the Chair and LAB members, and clarity what the Chair and LAB members want to achieve. Who do we need to bring onto the LABs to make them more effective?</p> <p>Trustees to review the Scheme of Delegation and what type of skills we need to recruit for, together with diversity of the LAB and some schools’ demographics are changing. There is work to do on codifying ‘what good looks like’ on the stronger LABs.</p> <p><b>Action: Draft Governance Plan for 2025-26 for the July Trust Board meeting. Ensure the governance plan is integrated into the overall governance aspect of the TIP.</b></p>	<p>Draft Governance Plan to TB, July 25</p>	<p>Leadership team</p>
<p>5</p>	<p><b>Trust Improvement Plan 2024-25</b></p> <p>- Term 2 Review</p> <p>TM went through the presentation on review of term 2 for the TIP 2024-25.</p>		
<p>6</p>	<p><b>a) Trust Improvement Plan 2025-26 - draft</b></p> <p>TM presented on this.</p>		

	<p>It is important to clarify these ways of working, independent of the new Ofsted framework. We have ensured more senior leaders are involved in the initial scoping of the project (70 in phase one).</p> <p>BS and DaB presented on Self Evaluation and Appraisals. Trustee asked whether appraisal modelling includes support staff as well as teaching staff. Yes, it does.</p> <p>Trustee asked about the amalgamation of emerging themes ie staff development School wide and Trust wide? Yes, collaborative support, collating best research etc.</p> <p>Trustee asked about opportunities for aspiring leaders. Yes, there is a list of opportunities to fine tune.</p> <p>Trustee was pleased to hear performance and development have been separated. He thought it important to raise the profile of the induction programme. MB has stressed to Primary Heads, the importance of a quality induction as a new teacher is a big investment to schools.</p> <p>Chair said these ways of working sound sensible. Leaders still need to be creative and it is important to be more explicit on alignments.</p> <p>SN discussed SEN funding. Reduced funding means we are looking to share resources and ensure cohorts are as efficient as possible.</p> <p><b>b) 2025/26 Financial Plan</b> GM presented on the Financial Plan and there was a discussion on the challenging financial situation to be faced for 2025-26. Some information needed for planning the budget will not be as timely as hoped.</p> <p><b>c) Next steps</b> LH said next steps are working on staffing models and ensuring the new schools are integrated as fully as possible and work on any difficulties over some of the new school deficits.</p> <p>Chair said the Trust Board and Committees will see more detailed information and this will be summarised at the Trust Board meeting in July.</p>		
7	<p><b>AOB</b> None.</p>		

The meeting closed at 5:50pm.

Signed by:  Date: 15/7/25  
George Beveridge, Chair of Trust Board

**Date of next Trust Board meeting: Tuesday, 15 July 2025 from 5pm, Yewdale Primary School, Carlisle (date change from Monday, 14 July)**