

**PART ONE MINUTES**

**Meeting of the Trust Board of The Learning Partnership**

**Held on Thursday 2<sup>nd</sup> October 2025 at 9:30 am**

**Venue – Crewe UTC, [45 Meredith Street, Crewe CW1 2PZ](#)**

**Trustees present:**

Mr David Wootton CBE DL (DW)-Chair  
 Mr Andrew Pear DL (AP)-joined at 10:10 am  
 Dr Martin Ashcroft (MA)-left at 1:05 pm  
 Mrs Helen Ranson (HR)-left at 12:30 pm  
 Mr Robin McCluney (RMC)

**In attendance**

Mr Dan Thomas (DTh)-CEO  
 Mr David Twambley (DTw)-DCEO-Operations  
 Ms Kate Baddeley (KB)-DCEO-Education  
 Dr Allan Howells (AH)-Director of Quality  
 Mrs Jo Young (JY)-Headteacher at Shavington Primary School (SPS)-item 1 only

**Apologies**

Mr John Clough  
 Mr Bob Armstrong OBE (BA)  
 Mr Simon Kidwell (SK)  
 Dame Kathy August (KA)

Agenda Item	Action
<p><b>1. Presentation from Jo Young, Headteacher Shavington Primary School (SPS)</b></p> <p>JY shared a presentation with Trustees, which had been uploaded to Governor Hub. The presentation contained the following:</p> <ul style="list-style-type: none"> <li>• The journey so far</li> <li>• Demographics</li> <li>• Statutory assessments</li> <li>• Strategic priorities</li> <li>• The relationship between SPS and TLP</li> </ul> <p>The Chair thanked JY for her presentation and invited questions from Trustees:</p> <p><b>Trustees asked</b> whether it would be beneficial for all the primary schools in the Trust to use the same phonics scheme. <b>JY responded</b> that if an existing scheme was producing good results, then there would be no need to change. However, the phonics results at SPS need to improve and the school has seen evidence that other schemes are more effective than the current one. SPS will implement Little Wandle which is used at EPS very effectively.</p> <p><b>Trustees requested</b> further information on JY’s role across the Trust. She informed them that she is currently working on a range of projects such as providing support to DPS, providing coaching, work on Careers development and generally supporting other Headteachers where required.</p> <p><b>Trustees asked</b> how well the school engages with the local community. <b>JY explained</b> that the school has significant engagement with the local community and works with the Parish Council and the old people’s home. There are also good links with the high school.</p>	

<p><b>Trustees asked</b> JY about the impact of the school’s focus on outdoor learning. She explained that the school has adopted the Outdoor Play and Learning Programme (OPAL) which provides every child with rich opportunities to be creative, collaborative and active in their outdoor play. The children have access to the entire site, and the programme builds resilience, promotes wellbeing and encourages children to take risks in a managed way. The school is considering how to capture the impact of the programme on pupils as they move through the school from Nursery.</p> <p><b>The Chair commented</b> that SPS had been in challenging circumstances before JY took on the Headship and that it is good to see the transformation in the school and to look forward to future achievements.</p> <p><i>JY left the meeting at 10:05 am.</i></p> <p><b>2. Welcome and apologies</b></p> <p>The Chair welcomed everyone to the meeting. Apologies were received and accepted from BA, JC, KA and SK.</p> <p><b>3. Declarations and confirmations</b></p> <p>There were no declarations of interest made concerning the items on the agenda. Annual declarations: SK to update declarations and confirmations for 2025-26. <b>ACTION</b></p> <p><b>4. Governance Matters</b></p> <p>a) AH confirmed that DW had been appointed as Chair of the Trust Board for one year, or until the first meeting of the Trust Board in 2026.</p> <p>b) AH confirmed that AP had been appointed as Vice Chair of the Trust Board for one year, or until the first meeting of the Trust Board in 2026.</p> <p>The Chair commented that he was happy to continue in the role of Chair for the forthcoming year and thanked AP for his support as Vice Chair.</p> <p>c) Companies House has introduced a new identity verification process. Trustees were informed to expect an email from Companies House outlining the verification process. They would then need to log in and complete the identity verification process. <b>ACTION</b></p> <p><b>5. Minutes of the previous meeting</b></p> <p>a. Trustees reviewed the part 1 minutes from the previous meeting held on 17<sup>th</sup> July 2025. <b>Resolved:</b> Trustees approved the part 1 minutes as a correct record of the meeting.</p> <p>b. Trustees reviewed the part 2 minutes from the previous meeting held on 17<sup>th</sup> July 2025. <b>Resolved:</b> Trustees approved the part 2 minutes as a correct record of the meeting.</p> <p><b>c. Matters arising</b> The Chair reviewed the action log:</p> <ul style="list-style-type: none"> <li>It was confirmed that the DfE had approved the change of age range at BFPS for the provision of 2-year-olds.</li> </ul> <p>It was confirmed that all other actions from the previous meeting had been met or would be addressed on this agenda.</p>	<p>SK</p> <p>Trustees</p>
<p><b>6. Reports from Committees</b></p> <p>a) <b>Chair’s report- ES&amp;P Committee 11th September 2025</b></p>	

KB provided an update:

- This was the first time that the committee had held a briefing early in September. It had been a beneficial meeting.
- The focus had been on Trust wide results at Key Stage 2, pre-16 and post-16 and then on individual school results.
- The primary school all use Insight, so it was a straightforward task to obtain and present the data.
- The secondary schools use different systems, so it had been more difficult to obtain the required data as this had to be done manually.
- The secondary schools will move to using the same system this year.
- Primary headlines:
  - Good Level of Development (GLD)-in line with national
  - Phonics-above national
  - Multiplication Tables Check (MTC)-improving but not in line
  - Reading, Writing and Mathematics (RWM) Combined-in line
  - Writing-area of focus for the Trust
- Pre-16 headlines:
  - Improving trend.
  - Impressive results. All schools had improved except SWS.
  - KA and CHS had achieved the best results in a long time and TOA had posted their best results ever.
  - The focus is on refining to close the gap to national and to target.
  - Improvement in attainment 8.
  - Progress 8 data not available as this cohort did not sit Key Stage 2 SATs.
- Post-16 headlines
  - Results need to improve further.
  - KB has the capacity during 2025-26 to focus on post-16.
  - CHS achieved the best results in the Trust, which was very pleasing as the school had been in a vulnerable position.
- Three schools are expecting an Ofsted inspection in 2025-26: two full inspections and one monitoring visit.

Trustees raised the following challenges:

- It is concerning that some of the schools are not achieving national averages.
- What is the Trust's approach to sixth form provision?
- How do the schools predict student performance at A Level?

KB provided the following responses:

- The primary schools are much closer to target than the secondaries. A further issue in secondary is whether pupils achieve their targets to enable them to progress to the next level of their education. Target setting is more standardised across the schools now. There are wide variations in the performance of the schools. For example, KA is the top achieving school in Cheshire East and SWS is one of the weakest. However, APS (Average Points Score) at KA is high so their results have the potential to increase further.
- Post-16 is a great challenge. The purpose and rationale of the sixth forms at KA and CHS will be a significant piece of work this year, looking at how it meets the needs of the community and complements the offer other providers. Logical pathways from Key Stage 4 need to be considered. Numbers are also a

<p>challenge on each course: there are educational and financial impacts of small numbers taking a course.</p> <ul style="list-style-type: none"> <li>• CHS and KA both use ALPS (Advanced Level Performance System) which provides analytical tools to help students achieve their potential. It analyses progress against their national benchmarks and identifies where student progress is on track or behind. Both schools are “red” on the ALPS thermometer which equates to good.</li> </ul> <p><b>Trustees requested</b> that KB deliver a presentation to the ES&amp;P Committee in October 2025 on the Trust’s approach to Key Stage 5 provision. <b>ACTION</b></p> <p><b>The Chair asked</b> that congratulations are passed on to the schools where appropriate for their results in 2025.</p> <p><b>b) Chair’s report-F&amp;S-25<sup>th</sup> September 2025</b> F&amp;S matters would be addressed under agenda item 9.</p>	<b>KB</b>
<p><b>7. Strategic Update</b></p> <p><b>a) 5-Year Plan-Review of KPI’s</b></p> <p><b>DTh referred to Paper 7: Strategic Plan Update.</b> He explained that the Executive Team have been working on establishing the new Mission, Vision, Values and Behaviours for TLP. This is a key part of the 5-year plan. The five key areas of the plan are:</p> <ul style="list-style-type: none"> <li>• Educational Excellence</li> <li>• Workforce Strategy</li> <li>• Leadership and Governance</li> <li>• Financial Sustainability</li> <li>• Infrastructure and Facilities</li> </ul> <p>The “Brand House” has been re-written (refer to Paper 7.1). This was shared with central service leads and Headteachers on 1<sup>st</sup> October 2025 and was well-received. There is more work to do to move to a position of one trust, one organisation. Staff forums will be held to discuss further and make the behaviours explicit. DTh will also attend LGB meetings this year.</p> <p>There has been some additional work on refining what the vision of ‘Delivering place-based education’ means and this is also contained in Paper 7.1.</p> <p><b>Trustees challenged</b> on how the “Brand House” and the concept of Place-based Education will be made accessible and understandable to all stakeholders. They stressed that it is important to utilise social media to deliver the message. They also questioned whether the icon for “Opportunity” was appropriate. <b>DTh responded</b> that inclusion is at the heart of the plan. KB is working with the Headteachers and there are a variety of mechanisms planned for staff and governors. The aim is to change the culture of the organisation and the direction of travel.</p> <p><b>DTh noted</b> that Trustees had requested KPI’s at the last meeting and these have been provided in Paper 7.2 “<i>Strategic Objectives and 2025-26 KPIs.</i>”</p> <p><b>Trustees commented</b> that the KPIs provide a good starting point to measure the success of the Strategic Plan against. They challenged on whether the targets could be more ambitious or include a stretch target alongside the current target. KB stated that they are based on data on trends both at national and Trust level and have been set strategically.</p>	



<p>KB provided a verbal update:</p> <ul style="list-style-type: none"> <li>• It has been suggested that AP (Safeguarding and SEND link Trustee) joins the ES&amp;P Committee. If this happens, the update will be provided at ES&amp;P Committee. AP noted that the Trust Board would still receive an oversight update on safeguarding at each meeting.</li> <li>• The Trust Safeguarding lead Emma Hooley took part in the first School Improvement Visits this term to carry out SCR and Safeguarding checks. All schools are compliant.</li> <li>• Coding for SEND will be standardised across the Trust by the end of this academic year.</li> </ul>	
<p><b>13. Operational Matters</b></p> <p><b>a. Risk Register: Paper 13a)</b> AH confirmed that the risk register had been reviewed and updated and had been provided for information.</p> <p><b>b. Cyber Security-ACPS GDPR breach</b> AH provided a verbal update:</p> <ul style="list-style-type: none"> <li>• A data breach had occurred by the Trust’s provider of DBS checks.</li> <li>• 87 people had been affected.</li> <li>• It was a reportable incident and had been reported to the ICO.</li> <li>• There was nothing that the Trust could have done to prevent the incident.</li> <li>• AH had kept RM informed in his capacity as Chair of the Audit and Risk Committee.</li> </ul> <p><b>Trustees questioned</b> whether the Trust was fully compliant with the terms and conditions of the RPA insurance. <b>DTW informed</b> them that work is ongoing with Novus to ensure that the schools are fully compliant. He confirmed that the Academy Trust Handbook (ATH) forbids schools and Trusts from paying ransoms. Education for staff and pupils is key. RM stressed that it is important to identify potential risks and mitigating actions. This is a key area for the A&amp;R Committee. A cyber security audit would be beneficial, and one was included in the internal audit plan for 25-26.</p>	
<p><b>14. AOB</b></p> <p>There were no items of any other business agreed for discussion at the meeting.</p>	
<p><b>Dates and times of next Trust Board Meeting</b> Thursday 18<sup>th</sup> December 2025 09:30-13:00. Location Crewe UTC Trustees were asked to reserve their diaries from 9:00 am to allow time for a presentation preceding the meeting and to block out time to 1.30pm if possible.</p>	

**The meeting closed at 1:25 pm**