Anglian Learning
Trust Board
Meeting Minutes

ANGLIAN LEARNING

19 May 2026

Trustees Present
Ken Murphy (KM Chair), Andy Brock (AB), Matthew Blake (MB), Andy Robinson (AR), Adeline Winshaw (AW), Sylke Scheiner (SS), Phil Caroe (PC), Annabel Curwen (AC)

Others Present
Jon Culpin (JC CEO), Stacie Cox (SC Financial Controller), James Mumford (JM CFO), Rachel James (RJa Head of Governance Support, Compliance and Risk) Kerrie Jones (Head of Strategic Governance Projects)

	ITEM	ACTION
1.	**Acceptance of Apologies for Absence**	
	Apologies were received and accepted from John Morgan.	
2.	**Declarations of Interest with regard to agenda items**	
	There were no declarations of interest. Trustees are reminded to complete a new form during the year if there are any updates with regards pecuniary interests.	
3	**Agree minutes of last meeting and Matters arising not on this agenda**	
	Agenda Item 3 AL Board Meeting Minutes 11 March 2026 final non confidential final.pdf Agenda item 3 CONFIDENTIAL AL Board Meeting Minutes 11 March 2026 Final.pdf The minutes and confidential minutes from 11 March 2026 were agreed as a true record. Matters arising from the minutes: 3.1 The future growth of the trust will be discussed further in September. 3.2 GAG pooling will be discussed in the next academic year. 3.3 There had been no further updates on teacher pay but Unions are considering strike action. All other matters had been covered within reports and at other committee meetings.	
4.	**Policy Approval**	
	Complaints Policy Agenda item 4a Policy Information and Action Sheet_Complaints Policy.pdf Agenda item 4b AL Complaints Policy v6.pdf This had been reviewed and amended following updates from Browne Jacobson. The Trustees discussed the wording around condensing complaints which had been generated by AI and seeking clarification to understand the specific issue. It was agreed that wording should be softened. With this amendment the policy was approved.	

5.	**Finance**	
	Agenda item 5a Board Briefing note - Finance Recovery Plan 19.5.26.pdf Agenda item 5b Financial Recovery Plan v1.1 May 2026 Update.pdf **Financial Recovery Plan** JMu led the trustees through the financial recovery plan which had been presented to FEOC on 14 May 2026. The structure of the finance team would be discussed at FEOC on 30 June and at the next Trust Board meeting. Microsoft Planner will be used to revise the FRP including dates, allocated responsibilities and details actions. Agenda item 5c Budget Update.pdf Agenda item 5d V2 Budget review.pdf **Budget** There had been 2 rounds of budget preparation with the second budget presented to FEOC. Clear guidance had been provided to headteachers as well as meetings with their Finance Business Partners and HR Business Partners. Budgets will be signed off by the headteacher. JMu advised trustees of the 2026/27 forecast as well as years 2&3 and the specific concerns for some schools. It was noted that strategic direction is needed for years 3 to 5. Additional funding is being received to invest around the inclusion strategy. The reserves at the end of 2025/26 will be at 4.1% which includes the reserves transferred with the SET schools. Risks – teacher pay is included in the budget at 2% Opportunities – further analysis will be completed and there may be some savings on certain lines. Agenda item 5d V2 Budget review.pdf **Period 7 Management Accounts** These were noted. Restructuring costs will be in the P8 management accounts. CS is considering the best way to invest the IMF money for the transition to 2030 and the challenges within the white paper. JMu led the trustees through the main highlights of the management accounts. **Q** A trustee asked about the use of supply and whether education standards are affected due to the use of supply staff. **A** This will be monitored by the Education Standards Committee. **Q** A Trustee asked about the Anglian Group and who this included in this budget line. **A** SC advised that this was everyone in shared services except Anglian Leisure staff. This will be reviewed. Agenda Item 5f New Man Accts.pdf **Revised Management Accounts Pack** This had been discussed at FEOC. The full management accounts will be shared but the presentation will be more focused detailing the top 3 to 5 variances across the Trust and will answer the following questions: is the trust tracking, what has changed and what action is being taken. This will remain in line with the Academies Financial Handbook. Budgets are currently flat lined across the year but in future will take into account when the money is spent in year. This will make for more accurate monthly accounts.	

6.	**Rethinking the Organisation of the Board and its Committees**	
	Conversations had been ongoing regarding the redesigning of local governance and there had also been a conversation at Governance and Nominations Committee regarding the possible redesign of the Board committees. All substantial information is brought to Board, and this duplicates some of the work already completed in the committees in particular with FEOC. It was noted that regardless of the decision, ARAC will continue as well as the Remuneration Committee. It was noted that information discussed at People and Culture was not always discussed at the full Board meeting. There was an acknowledgement that the number of meetings was a demand on time for both the executive and trustees, but removal of the committees will increase the number and length of the Trust Board meetings. The idea of trustees with a focus on certain areas for example HR and finance was discussed with these trustees taking a lead in conversations at Board level. Trustees were generally in favour of exploring the idea further but without making a drastic change. Accountability and rigour will need to be considered. It was agreed that People and Culture will be removed as a trial. JC will share a paper at the beginning of the new academic year on the proposals to include risks and criteria for success with the trial. This will be discussed in full at the Governance Strategy Day in September.	JC
7.	**Redesigning Local Governance**	
	Agenda item 7a Trust Board Paper_Report Cover redesigning local governance.pdf Agenda item 7b Proposal for Board_redesigning local governance.pdf Agenda item 7c How SCAC Members may engage with stakeholders and the wider community.pdf Conversations regarding the most effective use of the local governance tier started in 2024 and a consultant from CST had led a session on Next Generation Governance at the AGF in July 2025. A Working Group had been formed of a trustee, a number of chairs of LGBs, 3 headteachers and the Director of Secondary Education. The aim is to reduce duplication of work for headteachers, create simplified reporting lines whilst fulfilling statutory obligations and strengthening stakeholder engagement with schools. The proposal put forward is for the LGBs to be replaced by advisory councils focused on community and stakeholder engagement. Membership will be elected parents and community members while ensuring flexibility for schools to invite relevant perspectives as needed. The aim was to broaden membership to be more representative and support delivery of our strategic priorities including those relating to inclusion, especially of vulnerable groups. There will also be a Resolutions Committee to hear PEX, suspension reviews and complaints. **Q** A trustee asked whether disbanding the AGF will lose the Trust's connection with the schools. **A** Communication across the layers of governance will be considered and the advisory councils could work geographically if schools are in the same community.	

	Q A trustee asked that the case studies provided with the paper are amended to scenarios. **A** These will be updated. **Q** A trustee asked about the experience of other MATs who are also redesigning local governance. **A** A large number of Trusts are redesigning local governance for example DEMAT who have a similar model but with regional hubs reviewing educational standards and the creation of ambassadors. JC estimates that headteachers and other leaders spend around 60 hours per year preparing papers and attending LGB meetings. JC will be meeting with Headteachers to discuss the proposals and obtain feedback. The principals of the redesign of local governance were approved and the executive was instructed to develop the model and refinements to be brought back to the Trust Board in July. The scheme of delegation will need to be amended, and terms of reference drawn up. The proposed timeline is for the Autumn term with all LGBs moving to the new advisory council by 1 January 2027.	KJ KJ
8.	**Safeguarding Update**	
	Agenda Item 8a Safeguarding Report Cover Sheet.pdf Agenda Item 8b Trustees Safeguarding report May 2026.pdf Trustees noted the pressure on DSLs and options for providing professional support. **Mobile Phones** The secondary schools fully endorsed the ban on mobile phones during the day. Implementation methods are left to the individual schools which fits with the Trust's priority of Belonging by Design. **Q** A trustee asked if it would be a benefit if the schools asked parents to block the phones during school hours. **A** The letter to parents/carers will include suggestions for parental support such as screen time restrictions.	
9.	**Committee Reports**	
	Agenda item 9a FEOC 12 February 2026.pdf Agenda item 9b Education Standards 4 March 2026.pdf Agenda item 9c ARAC 18 March 2026.pdf Agenda item 9d FEOC 24 March 2026.pdf Agenda item 9e People and Culture 25 March 2026.pdf The committee reports were noted.	
10.	**Anglian Learning Board Response to RSM Report 'Review of 24.25 Budget Overspend'**	
	Agenda item 10a Trust Board Paper_Report Cover Response to RSM Report.pdf Agenda item 10b Anglian Learning Board Response to RSM Report.pdf Agenda item 10c Item 04a_Review of 2024.25 Budget Overspend 1.25.26 DRAFT AL.pdf The response to the report had been delegated to ARAC. This had been completed and would be filed with the report.	

11.	**Strategic Risks (STR 5,6,9,12,14)**	
	Agenda item 11 Risk report May 2026.pdf JC proposed no changes to the current risk ratings. The Trust is revisiting how it organises risk as the current structure is not driving the agendas. There is also a need to reduce the overlap between strategic and operational. Key strategic risks are being established, and this will be taken to ARAC. The risk register will be reviewed by ARAC as it is felt the current structure is too complicated as a working document. Detailed operational risks could be in the background with a summary for the Trust Board. **Q** A trustee raised the need to address AI both as a risk and an opportunity and asked if this was how it is seen by the Trust **A** JC confirmed that the trust is pausing school-level AI initiatives pending the development of clear policies and external input. The risk register will be reviewed to revise the approach at the next Audit and Risk Committee and strategy day in September.	JC/RJa
13.	**AOB**	
	There will be a presentation on the school improvement strategy at the July meeting. There will also be a presentation on the inclusion strategy. Trustees reported difficulties with the Anglian Learning email system due to frequent logouts and multi-factor authentication, leading to missed or delayed communications. A WhatsApp group will be created to advise when urgent emails are sent.	RJa
14.	**Date time and venue of next meeting**	
	The next meeting is 14 July 2026 at Marleigh.	

Items for Future Meetings	
Meeting	**Item**
September	Future growth of the Trust
2026/27	GAG pooling to be considered

Action Log				
ITEM	**ACTION**	**DEADLINE**	**RESPONSIBILITY**	**COMLETED**
6	Paper on the proposals for the redesigning of the committees including risks and criteria for success	September 2026	JC	
7	Full proposal on the redesign of local governance with updated scenarios to be presented to the Trust Board for approval following the consultations	July 2026	KJ	On the agenda
11	Risk register to be reviewed and new approach to be taken to ARAC	July 2026	JC/RJa	Delayed

13	School Improvement strategy and inclusion strategy to be on the next agenda	July 2026	RJa	On the agenda
13	Trustee WhatsApp group to be created	June 2026	RJa	completed