



## THE CHALLENGE ACADEMY TRUST

### Minutes of the Trust Board meeting

Thursday 15<sup>th</sup> September 2022

Time: 16:00 – 18:37

Venue: TCAT Personal Development Centre, Bridgewater High School

Chair: Howard Platt

Clerk: Katie Whitmore [katie.whitmore@entrustclerk.com](mailto:katie.whitmore@entrustclerk.com)

	Trustees	
JC	John Cartwright	Trustee
PM	Phil McEwan <i>arrived 16:02</i>	Trustee
AMC	Andrew Moorcroft	CEO, Trustee
HP	Howard Platt	Chair, Trustee
ST	Stuart Titchard	Trustee
LW	Linda Waterson	Trustee
SW	Stephen Whatmore	Trustee
	In Attendance	
VB	Vicky Briggs	Director of Education
AL	Adrienne Laing	Operations Director
BL	Ben Logan	Head of HR
TL	Tim Long	School Improvement Lead
DMG	Damien McGuire	Finance Director
KW	Katie Whitmore	Clerk

### Documents circulated prior to the meeting

- 5. TCAT – Governance Structure September 2022
- 7. DRAFT Trust Board minutes 14-07-2022
- 8. REVISED Trust Outcomes 2022 Report to trustees Sept 22 (1)
- 12.a. TCAT Complaints Policy Revised August 2022
- 12.c. TCAT Health and Safety Policy Revised August 2022
- 12.d. TCAT Safeguarding Statement July 2022

### Part one – non confidential business

**The meeting was quorate (following PM arrival at 16:02), with Trustees in the majority**  
**The meeting opened at 16:00**

#### 1. Welcome

HP opened the meeting and welcomed all in attendance.

Trustees expressed condolences to the passing of Queen Elizabeth II.

#### 2. Absence/Apologies/Non-Attendance

Apologies had been received in advance of the meeting from Susila Davis (SD), Jane Griffiths (JG), Susan Richardson (SR) and Sheila Yates (SY).



	<p>No apologies had been received from Lacy Muir (LM) and John Monaghan (JM) who were both absent.</p> <p>LGB Chairs had been notified of this meeting via Governor Hub; Carolyn Williams (CW) had sent her apologies as an Observer.</p> <p>It was noted by Trustees that JG had not attended any of the four Trust Board meetings over the last academic year.</p> <p><b>Resolved:</b> Trustees consented to the absences of SD, JG, SR, SY, LM, JM, CW.</p> <p><b>Action:</b> ST to speak with JG and the Liverpool Diocese regarding attendance and confirm membership.</p>
3.	<p><b>Register of Interests</b></p> <p>Trustees confirmed that they had no changes to the annual register of business interests.</p> <p>AL advised the online confirmation function within Governor Hub for declaring interest would now be used in move to go paperless.</p> <p><b>Action:</b> AL to email Trustees with guide to online declarations on Governor Hub.</p>
4.	<p><b>Declaration of pecuniary interests</b></p> <p>Trustees confirmed there were no pecuniary interests relating to the agenda.</p>
5.	<p><b>Membership and Organisation</b></p> <p> <b>a. Election of the Chair of the Trust Board</b>  <b>b. Election of the Vice Chair of the Trust Board</b>  <b>c. Terms of Office</b> </p> <p><b>Action:</b> KW to request nominations for Chair and Vice Chair ahead of meeting 08.12.22</p> <p><b>Action:</b> KW to contact LM regarding intentions following term of office ending 16.12.22</p> <p><b>d. Establish new panels as necessary</b></p> <p>Trust Board has four sub-committees:</p> <ul style="list-style-type: none"> <li>• Audit and Risk</li> <li>• Finance, HR, and Operations</li> <li>• Quality and Standards</li> <li>• Remuneration</li> <li>• There is also a separate committee for Safeguarding</li> </ul> <p><b>Trustees questioned</b> how LGB Chairs can be encouraged to sit on these committees and the Trust Board as associate members or observers. AMC advised that this was suggested to Chairs at the recent Heads meeting, and that this would be included in the new recorded briefings that will be sent out to Chairs and Heads.</p>



	<b>Action:</b> AL to update <i>Monitoring and Reporting</i> organisation chart to include Chair and Vice Chair for each committee.										
6.	<b>DBS</b>  AL advised that DBS for several Trustees needed to be updated. These would be free of cost as DBS applications for Trustees are processed as a volunteer.  <b>Action:</b> AL to liaise with Trustees to update DBS and provide instruction of how to update this within personal profile on Governor Hub.										
7.	<b>Minutes of the Trust Board meeting held 14.07.2022</b>  <b>a) Matters arising</b>  There were no matters arising from the minutes of 14.07.2022.  <b>Trustees noted</b> that the attendee list within the minutes was not accurate. Minutes were otherwise accepted as an accurate record of the meeting.  <b>Action:</b> KW to update attendee list for minutes of 14.07.2022.  <b>b) Action log</b> <table border="1" data-bbox="284 1160 1385 1379"> <tr> <td>4</td><td>Share documentation regarding Trust Board membership and organisation</td><td>AL COMPLETE</td></tr> <tr> <td>4</td><td>Press Trustees to complete Skills Audit <i>Missing for SD and JG</i></td><td>AL ONGOING</td></tr> <tr> <td>5</td><td>Invite LGB Governors to volunteer as associate members <i>See Item 5</i></td><td>HP ONGOING</td></tr> </table>		4	Share documentation regarding Trust Board membership and organisation	AL COMPLETE	4	Press Trustees to complete Skills Audit <i>Missing for SD and JG</i>	AL ONGOING	5	Invite LGB Governors to volunteer as associate members <i>See Item 5</i>	HP ONGOING
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8.	<b>Academy Performance</b>  VB presented the report that was shared with Trustees ahead of the meeting (we per document list above), making note of the following for Primary: <ul style="list-style-type: none"> <li>• KS2 had national outcomes to compare against; overall, TCAT primary schools had performed better than nationally</li> <li>• Outcomes were still down on the last set of data from 2019 however it was noted that in year progress for Maths had been significant</li> <li>• SEND and Disadvantaged gap had grown since 2019</li> <li>• In EYFS there was a decline in the outcomes compared to 2019</li> <li>• Successes in increase in Phonics outcomes at Meadowside, and Great Sankey Primary had maintained Phonics outcomes</li> </ul> TL continued presenting the report, making note of the following for Secondary: <ul style="list-style-type: none"> <li>• Currently in line or above 2019 figures; however, Trustees were asked to note that this would be affected by the value-added measures coming in November, which</li> </ul>										



	<p>would consider the context of the cohort, enabling meaningful conclusions about progress.</p> <ul style="list-style-type: none"> <li>• Successes at Priestley; improvements in results on 2019; great set of results for the first year of T Level and take up has doubled this year; resit of Level 4 Maths and English were up on 2019; increasing numbers of pupils.</li> <li>• Continuation to push the tutoring programme; two of the schools which had performed better at this moment in time had a good and established tutoring program. This will be translated across other high schools.</li> </ul> <p><b>Trustees questioned</b> if the results for Priestley would remain as positive when the progress measures are applied. TL advised yes.</p> <p><b>Trustees asked</b> why the numbers are going up significantly for Priestley. TL advised the Head of Priestley believes this is because of the school being within TCAT, transition and access to TCAT students across schools, in addition to an increase in those joining from outside Warrington.</p> <p><b>Trustees challenged</b> the results at Padgate. AMC advised that the mid leaders are performing well, are on board with the process and structure needed, and new Head, Adam McMillan, has now joined.</p> <p><b>Trustees questioned</b> any correlation between staff attendance and the 2022 figures. AMC suggested that there will be a better analysis of this over time, however noted that the Trust did a lot of things well during school closures; a good and swift online offering meaning staff were able to work remotely resulting in good staff attendance, which wasn't the case at some other schools. The data stood up or increased for schools across the Trust, however the fallout from closures can be seen in the impact on early years.</p>
9.	<p><b>CEO Update (Verbal)</b></p> <p>Heads meeting 16.09.2022:</p> <ul style="list-style-type: none"> <li>• The meeting was successful and shared ideas about what has worked well, noting the impact from the tutoring programme.</li> </ul> <p>Leadership Changes:</p> <ul style="list-style-type: none"> <li>• AMC welcomed VB to the new role as Director of Education.</li> <li>• Lisa Wilding had become Head at Great Sankey Primary and Adam McMillan had become Head at Padgate. A strong induction had been set for these heads, succession planning for deputies, and development plans in place.</li> <li>• The Trust welcomed a Head of IT and a Facilities Manager ahead of the summer</li> <li>• New starter providing management and administration within the TCAT centre had recently joined.</li> </ul> <p>Training:</p> <ul style="list-style-type: none"> <li>• September training package focusing on visions and values, safeguarding, diversity will be delivered to all staff</li> <li>• 3x recorded sessions across the year for all Governors, with Chairs to show in advance of LGBs.</li> <li>• 26<sup>th</sup> September: senior leaders Zoom briefing of key TCAT messages.</li> </ul>



#### Ofsted:

- Beamont Academy received a Good rating following an inspection in July. This was the same rating as the previous inspection. The school had received the report; however, this will not be published until the formal complaint against the conduct of the lead inspector has been fully investigated.
- Anticipating several Ofsted inspections this year and over the next 2-3 years. Schools will be preparing for this and continuing with peer reviews.
- All schools within the Trust are now Good or Better. Padgate Academy is yet to be inspected as a TCAT school.

#### Scorecard:

- TL & VB currently doing with all schools.

#### Head Teacher Appraisals:

- These will take place in October
- AMC and Chair of Governors will meet with the Head to review performance against targets over the last year, which will then be followed by a Business Support meeting.

#### Pupil Numbers:

- At 8270 across the Trust this September compared to 7901 in 2021.
- Some schools have seen a significant rise; Penketh, Priestley, Thomas Boteler.
- Padgate is currently 40 under PAN which was expected.

#### Growth:

- Appleton Thorn Primary had applied to join TCAT as a full member, subject to an advisory board in November.
- Dallam Primary will be joining TCAT within a trust partnership for 12 months ahead of a joint decision, with a review in December.
- South Wirral Academy: TCAT were being paid to support them last year, and this year will be paid £10k to work with them within a trust partnership, with a review in 12 months regarding joining as a full member.
- Sutton academy; TCAT will be working together with this school for a few months, with a review in December. This school was in a good place, was rated Good following Ofsted inspection in July, had a good set of results this summer, has recently had a new building, and currently in a trust with a college which was coming to an end.
- Robbie Fowler Football Academy: this school was keen to become 16-19 free school academy. TCAT had registered an expression of interest.

**Trustees questioned** the financial impact of the significant increase in numbers at Penketh. AMC advised that the LA asked for the significant increase in the numbers at Penketh, however in agreeing to do this the curriculum has had to change and staffing has had to be increased, resulting in a funding deficit in year at Penketh of £0.5m. This has been funded by the Trust, however the DfE have requested a meeting with AMC ahead of the Summer to discuss funding so it is looking optimistic that in year funding will be applied.

**Trustees challenged** the new build at Penketh and whether further increasing numbers had been considered. AMC advised that the build will be planned to extend easily if needed.



	<p><b>Trustees pressed further</b> regarding in year funding for increasing pupil numbers and asked if there was a funding issue from the 100 new pupils at Thomas Boteler. DMG advised that these pupils are now into a full year and therefore into funding,</p> <p><b>Trustees asked</b> if the grant for the Bridgewater build had been received. TL advised this would happen in 2023.</p> <p><b>Trustees questioned</b> if Beamont had had to turn pupils away. TL advised yes; 184 children had this as their first-choice school.</p>
<b>10.</b>	<p><b>Priorities and Risks for 2022-23</b></p> <p>Trustees were advised that the presentation pulled content from the Risk Management Plan &amp; Priorities and Action Plan.</p> <p>Risks:</p> <ul style="list-style-type: none"> <li>Financially the Trust is in a strong position, however there are bound to be challenges</li> <li>School attendance is not back to pre-covid levels, and behavioural issues from over covid are presenting in school</li> <li>Trust Safeguarding lead has now moved; VB &amp; Trust Safeguarding Lead are currently looking after Safeguarding and this will continue to be reviewed.</li> </ul> <p>Priorities:</p> <ul style="list-style-type: none"> <li>UN goals for decarbonisation. AL has been prioritising this, which would result in funding.</li> <li>Growth: if the Trust goes ahead with Appleton Thorn, this will generate £300k of funding over the next 12 months through TCAF (Trust Capacity Fund)</li> </ul> <p><b>Trustees challenged</b> why Cyber was not considered as a risk in the presentation. It was clarified that Cyber security is well written into the Risk Management plan and all schools have had Cyber Security training.</p>
<b>11.</b>	<p><b>Sub-Committees</b></p> <p>Trustees confirmed there was nothing to report from sub-committees since the last meeting.</p>
<b>12.</b>	<p><b>Policies for Review/Approval</b></p> <p><b>a) Complaints Policy review date 01/09/2022</b></p> <p>AL noted that the only difference was 3.2 (page 6): a complaint of safeguarding against a member of staff is dealt with under the safeguarding policy.</p> <p><b>b) Admissions Arrangements set by Academy determined by Trust review date 28/02/2023</b></p> <p>To be deferred to next meeting.</p> <p><b>c) Health &amp; Safety Policy</b></p>



	<p>AL advised that this had been revised in accordance with organisational changes, job title changes and H&amp;S responsibilities.</p> <p><b>d) TCAT Safeguarding Statement</b></p> <p>AL advised that this was simply a change of format; this Trust policy fits in on top of the individual policies of the academies.</p> <p><b>Resolved:</b> Trustees agreed to accept Complaints Policy, Health &amp; Safety Policy, and TCAT Safeguarding Statement.</p> <p><b>Action:</b> AL to advise Trustees where to locate policies on Governor Hub</p>
<b>13.</b>	<p><b>Academy Handbook</b></p> <p>DMG noted that there had been a couple of changes to the Academy Handbook, a significant one regarding severance pay. DMG assured Trustees that the Trust is compliant.</p>
<b>14.</b>	<p><b>Any Other Business</b></p> <p>There was no other business.</p>
<b>15.</b>	<p><b>Confirm Date and Time of the Next Meeting</b></p> <p>Thursday 8<sup>th</sup> December 4pm</p> <p>AL advised Trustees that LGB meetings for Academies have now been added to the Calendar on Governor Hub.</p>

Part one of the meeting closed at 17:22

#### Action Log

Item	Action	Owner	Due Date
<b>2</b>	ST to speak with JG and the Liverpool Diocese regarding attendance and confirm membership.	ST	08.12.22
<b>3</b>	AL to email Trustees with guide to online declarations on Governor Hub.	AL	ASAP
<b>5a / 5b</b>	KW to request nominations for Chair and Vice Chair ahead of meeting 08.12.22	KW	08.12.22
<b>5c</b>	KW to contact LM regarding intentions following term of office ending 16.12.22	KW	08.12.22
<b>5d</b>	AL to update <i>Monitoring and Reporting</i> organisation chart to include Chair and Vice Chair for each committee.	AL	ASAP
<b>6</b>	AL to liaise with Trustees to update and provide instruction of how to update this within personal profile on Governor Hub.	AL	ASAP



<b>7a</b>	KW to update attendee list for minutes of 14.07.2022.	<b>KW</b>	08.12.22
<b>7b</b>	Press Trustees to complete Skills Audit: <i>Missing for SD and JG</i>	<b>AL</b>	ASAP
<b>7b</b>	Invite LGB Governors to volunteer as associate members of Trust Board and sub-committees	<b>HP</b>	ASAP
<b>12</b>	AL to advise Trustees where to locate policies on Governor Hub	<b>AL</b>	ASAP