

Trust Board Meeting Minutes

Thursday 26th March 2026

Venue: TCAT Professional Development Centre

Chair: Howard Platt

Clerk: Melissa St. Clair m.alexander@tcat.uk.com

Trustee Board Members			End of Term	In attendance
LB	Linda Boys	Trustee (Foundation - Diocese of Chester)	31/08/2028	✓
JC	John Cartwright	Trustee (Member appointed)	23/06/2029	✓
MG	Matthew Grant	Trustee (Member appointed)	20/06/2028	x
PM	Phil McEwan	Trustee (Member appointed) (Chair, GSP)	14/07/2029	✓
AM	Andrew Moorcroft	CEO , Trustee		✓
HP	Howard Platt	Chair , Trustee (Member appointed)	01/07/2029	x
JW	John Warren	Trustee (Member appointed)	11/01/2028	✓
SW	Stephen Whatmore	Vice Chair , Trustee (Member appointed) (Chair, BCA)	01/07/2029	✓
PW	Peter Winter	Trustee (Member appointed)	11/01/2028	✓
SY	Sheila Yates	Trustee (Chair, PRI)	01/03/2028	✓

Also Invited to Attend		
PC	Phil Calrow	Chair of Governors, Meadowside Primary
CO	Carole Owen	Chair of Governors, Padgate Academy
MK	Martin Kerridge	Observer, Senior Lecturer in Educational Leadership, LJMU
FL	Fergus Laing	Chair of Governors, Broomfields Junior School
PO	Paul Otter	Chair of Governors, Appleton Thorn Primary
AP	Anita Pailing	Chair of Governors, Bridgewater High School
MB	Moiria Bryan	Chair of Governors, Penketh High School
CW	Carolyn Williams	Chair of Governors, Penketh South Community Primary
GW	Geraint Williams	Chair of Governors, Sir Thomas Boteler Church of England Community High School

AO	Ashlea O'Rourke	Chair of Governors, Dallam Community Primary School
VB	Vicky Briggs	Director of Education, TCAT
AL	Adrienne Laing	Operations Director, TCAT
BL	Ben Logan	Head of HR, TCAT
TL	Tim Long	School Improvement Lead, TCAT
DH	David Halsall	CFO, TCAT

Documents Shared Prior to the Trust Board Meeting:

Item 6. Minutes from the previous meeting Thursday 11th December 2025
Item 7. TCAT Executive Pay Report
Item 8. Annual Impact Report
Item 9. School Resource Management Self-Assessment Tool Checklist
Item 10a) Audit & Risk Committee: 12/03/2026
Item 10b) Finance, HR & Operations Committee: 12/03/2026
Item 10c) Quality & Standards Committee: 12/02/2026
Item 10d) Safeguarding Panel: 27/01/2026
Item 11) TCAT Complaints Draft Policy March 2026

	Agenda Item	
1.	Welcome/ AOB/ Part Two: MS welcomed attendees to the third meeting of the academic year. MS confirmed that there were no items for AOB or Part Two Confidential.	MS
2.	Absence / Apologies / Non-Attendance: MS confirmed that apologies were received in advance of the meeting from the Chair, HP and from MG. The apologies from the Chair and MG were accepted by all. MS confirmed that SW, Vice Chair, would chair the Trust Board meeting.	MS
3.	Register of Interests: There were no declarations of interest to note.	MS
4.	Declaration of pecuniary interests in relation to agenda items: There were no declarations of pecuniary interest to note.	MS
5.	Membership and Organisation: Trustee vacancy update: (for appointment) MS confirmed that Martin Kerridge has expressed interest in joining TCAT's Trust Board. MS confirmed that Martin's CV was shared in advance of the meeting for Trustees to review. VB explained that MK works for Liverpool John Moores, and that TCAT have developed a strong partnership with this organisation. VB added that MK comes from an educational background and stated that MK would be a huge asset to the Trust Board. MS confirmed that MK would be in attendance for the next meeting. <i>Following a discussion relating to MK's CV and educational experience, Trustees unanimously approved the appointment of MK as Trustee.</i> MS confirmed that Dr Haili Hughes would no longer be joining TCAT's Trust Board due to a change in position. MS confirmed that she had reached out to Stuart Harrison and Chris Penn for their support in filling the diocesan position. Safeguarding Panel: (for approval) MS shared the proposal for the Safeguarding Panel to become a Committee. A discussion took place regarding the nature of discussions that take place at Safeguarding Panels and the delivery of policies reviewed by Trustees prior to them going to the Quality and Standards Committee for formal approval. <i>The Chair sought</i> approval from Trustees. <i>Trustees unanimously approved</i> the recommendation for the Safeguarding Panel to become a committee as of September 2025 to allow for the Trust Board Term's of Reference to be updated accordingly.	MS

6.	Minutes of the Trust Board meeting held on Thursday 11th December 2025: a) Approval of the Minutes: The minutes from the previous meeting were accepted as an accurate depiction of the meeting. b) Matters arising: There were no matters arising discussed. c) Action log: The Chair reviewed the actions from the previous meeting and was satisfied that all actions had been completed. Action Log: <table><tr><th>Minute Ref.</th><th>Action to be taken</th><th>By Whom</th><th>Completion date</th></tr><tr><td>6.</td><td>Review all verification check details on GovernorHub.</td><td>MS</td><td>ASAP</td></tr><tr><td>13.</td><td>Admissions Arrangements for The Sutton Academy and South Wirral High School to be added to GovernorHub following consultation process. AL to seek approval from Trust Board via email by Monday 9th February 2026.</td><td>AL</td><td>February 2026</td></tr></table>	Minute Ref.	Action to be taken	By Whom	Completion date	6.	Review all verification check details on GovernorHub.	MS	ASAP	13.	Admissions Arrangements for The Sutton Academy and South Wirral High School to be added to GovernorHub following consultation process. AL to seek approval from Trust Board via email by Monday 9 th February 2026.	AL	February 2026	Chair
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7.	Executive Pay: (for discussion and approval) The CEO explained that changes to the Academy Trust Handbook had been implemented in relation to Executive Pay procedures and confirmed that the Trust’s approach had been reviewed for compliance. BL reported that the Remuneration Committee met in January and had considered a detailed Executive Pay report following completion of TCAT’s appraisal process. This included consideration of performance outcomes, benchmarking data, and value for money. BL referred Trustees to the paper provided, confirming that Executive Pay had been subject to thorough scrutiny by the Remuneration Committee and was presented for formal Trust Board approval in line with statutory requirements. The Chair commented that there had been a gap between Remuneration Committee and Trust Board and asked if this would be reviewed ahead of next year’s scheduling. BL confirmed that this has been considered and the date of the remuneration committee meeting would be brought forward to prevent a gap in the future. Trustees discussed the proposal and were assured that:	BL/ Remuneration Committee												

	- pay awards were aligned to appraisal outcomes, - appropriate benchmarking had been undertaken - the proposals represented value for money and compliance with the Academy Trust Handbook. <i>The Chair asked</i> Trustees for their approval of TCAT's Executive Pay as outlined in the paper provided by BL. <i>Trustees unanimously approved the Executive Pay delivered by BL.</i>	
8.	Annual Impact Report: (for information) AM introduced the Annual Impact Report, reminding Trustees that it is a statutory requirement for the document to be published on the Trust's website. AM thanked VB for her significant work in developing the report. VB informed Trustees that several versions of the report have been produced, including: • a detailed full version (circulated to Trustees), • a highlights summary • a single-page A4 poster, which will be displayed across all TCAT academies. VB presented the key highlights to the Trust Board, which included: • TCAT academy gradings, demonstrating sustained improvement across the Trust. • A strong focus on Educational Excellence, with emphasis on curriculum development work taking place across all phases. • Raising Standards through targeted improvement activity and recognition of key achievements. • Developments in Inclusion, Attendance and Belonging, spotlighting progress in these priority areas. • Expanding Horizons Beyond the Classroom, with specific reference to: ◦ Ty'n-Y-Felin Outdoor Education Centre, ◦ international experiences through the Turing Scheme, ◦ the Trust's Character Development Programme, and ◦ Academy Sport+. • Developing People and System Leadership, with VB confirming that planning for the 2026/27 academic year is already underway. • Major Key Achievements, including: ◦ £34 million investment across TCAT academies, ◦ Continued development of the Ty'n-Y-Felin Outdoor Learning Centre, ◦ Expansion of the Career Pathway, and ◦ Evidence of improved outcomes across multiple measures. • Financial and Operational Strength, with the Trust operating at a £0.5 million surplus, supported by positive audit outcomes.	VB

	VB noted that further detail is available within the full report should Trustees wish to explore specific areas in greater depth. AM reiterated that the Annual Impact Report is an important document for Governors and wider stakeholders, offering a transparent overview of progress and achievements across the Trust. <i>JW challenged</i> that primary academies also deliver a wide range of internal trips and enrichment opportunities and recommended that these be reflected in future editions of the report. <i>AM clarified</i> that the example highlighted in the current report related specifically to Turing funding coordinated by the Trust; however, the suggestion was welcomed and AM confirmed that the recommendation will be incorporated next year. JC added that international trips represent another strength that could be showcased more explicitly in future editions. The Chair emphasised that the Annual Impact Report is a valuable document, particularly for external stakeholders, as it clearly communicates the impact, direction and achievements of the Trust. Decision: All Trustees agreed that the Annual Impact Report is an important document that should be shared with key stakeholders including staff, parents/ guardians and partners.	
9.	School Resource Management Self-Assessment Tool Checklist (for approval) DH advised that the Trust is required to complete a series of questions as part of the School Resource Management Self-Assessment Tool Checklist. DH confirmed that that Finance, HR and Operations Committee approved the checklist and explained that the School Resource Management Self-Assessment Tool Checklist has to be presented to all Trustees for Board approval. <i>The Chair asked</i> if there were any questions regarding the School Resource Management Self-Assessment Tool Checklist. <i>No questions were raised by Trustees.</i> <i>The Chair asked</i> Trustees for their approval. <i>All Trustees approved</i> the School Resource Management Self-Assessment Tool Checklist.	DH
10.	Sub-committee minutes and updates: (for information and discussion) The Chair asked for a brief summary from all Chairs. The following verbal updates were given: <u>Audit & Risk Committee: 12/03/2026</u>	Chairs

	PM explained that the committee received an overview of the ICO audit currently underway, with AL having delivered a comprehensive update on progress. A follow-up meeting has been scheduled, and two actions remain outstanding. PM also outlined the Trust's new Risk Management Approach, noting that risk appetite and associated exposure were discussed in significant depth. Trustees reviewed how risks and issues are differentiated and monitored under the revised framework. PM assured Trustees that Trust risks are being carefully monitored and explained that the new Risk Management Approach would further enhance TCAT against potential risks. <u>Finance, HR & Operations Committee: 12/03/2026</u> PW reported that the committee considered a wide range of operational, financial, and HR matters. Key points included: • Financial performance is broadly on track, with cashflows being carefully managed. • TCAT investments have now transitioned predominantly into government bonds to ensure a stable risk profile. • The Finance Team continues to strengthen processes and resilience. • Recruitment and onboarding processes have improved, contributing to more efficient staffing operations. • A Trust-wide Staff Survey has been implemented to support CPD development and expansion of Support Staff Pathways. • 33 of 43 capital projects are nearing completion across the Trust. • 724 solar panels have now been installed across TCAT academies, supporting sustainability goals. • The Penketh High School rebuild has been formally approved, with all demolition due to be completed by September 2029. • The committee approved AL's proposal to focus on 11 key projects, ensuring strategic alignment and capacity management. <u>Quality & Standards Committee: 12/02/2026</u> SY explained that the size of the Committee has expanded to include representation from each phase (primary/ secondary/ post 16), offering both internal TCAT insight and valuable external perspectives. SY noted that external attendees make significant contributions and regularly compliment the quality of TCAT's work. Key updates included: • Attendance Update: Duncan Morrison delivered a detailed analysis, highlighting the positive impact of having a designated individual leading strategy implementation. The Committee discussed the importance of attendance in depth. • Lead Practitioners: Several Lead Practitioners have been deployed to support RISE work. Questions were raised regarding the importance of prioritising TCAT academies, and assurance was provided.	
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	• iTeach Strategy: TL delivered an insightful update on progress and implementation. • Policy Approvals: The Committee approved several updated Trust policies, including: ◦ Attendance ◦ Behaviour ◦ Safeguarding Reporting & Recording ◦ Permanent Exclusions SY noted the significance of these policies for maintaining high and consistent standards. During discussion, <i>the Chair asked</i> whether attendance remains a primary Ofsted focus. <i>TL confirmed</i> that attendance is a thread running throughout all inspection areas. SY referenced the recent Sir Thomas Boteler inspection, noting that attendance remains a key area of interest for Ofsted. <u>Safeguarding Panel: 27/01/2026</u> PM reported that several Safeguarding Visits have taken place across the Trust, guided by key lines of enquiry and informed by safeguarding data. Updates were received on seven visits and three re-visits, each demonstrating progress and areas for improvement. PM highlighted positive developments within the Safeguarding Hub, noting improvements in collaborative practice across academies. Updates were provided on: • CPOMs usage, and the implementation of Power BI, which now facilitates automatic data updates to strengthen oversight. • The Reporting and Recording Policy was reviewed by the Panel, with recommendations submitted to the Quality & Standards Committee prior to approval. • A Critical Incident Reflection was also presented, demonstrating excellent safeguarding practice at South Wirral High School. Trustees provided key updates with sufficient detail and all were satisfied with the Committee updates provided. <i>Trustees agreed</i> that the updates are useful and insightful.	
11.	Policies: <u>Complaints Policy:</u> AL explained that DfE guidance and NGA guidance has been utilised to update the revised TCAT Complaints Policy. A Trustee commented that the colour coding implemented was extremely helpful to indicate where changes had been made. Several Trustees agreed with this comment. <i>The Chair asked</i> if the Complaints Policy is likely to change. <i>AL confirmed</i> that Trust anticipates that this will continue to be amended.	AL

	<i>A Trustee asked</i> if the updated policy could cause any challenges for academies currently handling complains. <i>AL confirmed</i> that any live complaints would continue to be handled under the existing Complaints Policy. <i>AL confirmed</i> that that all Trust policies are linked to IAmCompliant, which means that all links are automatically updated via a 'live link'. AL added that Dawn Golden, Compliance and Information Manager, notified TCAT staff of any changes to complaints to ensure all staff are aware of revisions to policies. <i>AL confirmed</i> that staff training has been provided for the IAmCompliant platform to ensure that staff are using the right version of the policy on their academy websites that is linked via the live link on the IAmCompliant platform.	
12.	Live CEO Report: TCAT's Impact Brought to Life: AM explained that the 'Living CEO Report' had been incorporated into the agenda to enable Trustees to engage with stakeholders to allow them to gain a deeper understanding of the impact of their decision making. AM highlighted that the 'CEO Living Report' would allow Trustees to 'see, feel and hear' the impact of collective decision making. Trustees were provided with a timetable which outlined the named lead of a group and the individuals assigned to each group. All groups had twenty minutes assigned to explore each key strategy which was hosted in its own space. The schedule was given to ensure the drop in to each specific strategy ran in a timely manner. All Trustees started as one whole group, whereby, they explored the TCAT Thrives Strategy in the conference facility, where a number of different stalls were set up to allow for the groups to engage with key stakeholders. The below stalls were set up for exploration: <u>TCAT Thrives:</u> Trustees received insight into the programmes designed to support personal development, wellbeing, and inclusion. TCAT Challenge Award: Students outlined the projects they are leading within their individual academies, aimed at making a positive contribution to their local communities. They explained the rationale behind their projects, the actions taken to date, and the skills they have developed through leadership and collaboration. Examples included the creation of 'safe space' clubs to support student wellbeing and initiatives designed to reduce social isolation by engaging with elderly members of the local community. Trustees noted the strong emphasis on social responsibility and student voice. TCAT Parliament: Students presented an overview of their work as part of the TCAT	All 60 mins

	Parliament, detailing how they have worked with the local council to represent young people's views and influence decision-making within Warrington. They described specific areas of focus, including consultation, campaigning, and community engagement, and reflected on how this experience has developed their confidence, communication skills, and understanding of civic processes. TCAT Turing Trip: Students from Priestley College and South Wirral High School shared reflections on their recent Turing Scheme trip to the Carpathian Mountains. Students described the cultural, academic, and personal development opportunities gained during the visit, including teamwork, resilience, and independence. Students and staff articulated the life-changing impact of the experience and outlined planned next steps for applying the skills and learning within their studies and future aspirations. TCAT Academy Sport+: Students provided an overview of the Academy Sport+ programme, highlighting the wide range of opportunities available to those selected. Trustees gained insight into off-site learning and enrichment experiences delivered in partnership with organisations such as Liverpool John Moores University and Warrington Wolves. Students explained how participation in this prestigious programme has enhanced their skills, supported personal development, and enabled them to access high-quality extracurricular opportunities alongside their academic studies. <u>TCAT Learns:</u> Trustees received an overview of the core elements supporting teaching and learning across the Trust. Leaders demonstrated how the iTeach Strategy is driving improvements in pedagogy, and how professional learning opportunities such as TCAT Talks and TCAT Reads are enhancing staff development. Trustees were welcomed into the Boardroom, where Lisa Wilding, Martine Molyneux and Matthew Hennesey introduced themselves. The Board received a presentation from the Reading Lead Practitioner, LW, outlining the progress and strategic direction of TCAT Reads. LW explained that the programme aims to develop both expert teachers of reading and highly proficient readers across the trust. This work is underpinned by a strong emphasis on collaboration, professional development, challenge, and support. Trustees were informed that the strategy has been driven by clear performance ambitions, including improving the proportion of pupils meeting expected reading standards at both KS1/KS2 and phonics screening in line with Trust priorities.	
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	The Board noted the structured professional development offer delivered to date, including a series of sessions focused on the science of reading, developing expert readers, targeted interventions to close gaps, and promoting reading for pleasure. LW explained to Trustees that the next phase of the strategy will focus on the implementation of agreed reading principles and practices across the primary phase from September 2026, followed by development work for secondary (2026–27) and post-16 provision (2027–28). The Board acknowledged the progress made and the clear, phased approach to further strengthening reading outcomes across the trust. MM provided an overview of TCAT Talks and the Trust’s strategic focus on oracy. MM explained that a key priority has been the development of pupils’ confidence through structured talk. MM outlined the work of the Oracy Working Party, which has established the following oracy standards: • Learning through talk • Learning how to talk • Learning about talk MM explained that she had conducted <i>Appreciative Enquiries</i> in eight TCAT academies, which informed the development of the Oracy Working Party. Each academy has representation within the group. MM confirmed that an evidence-informed oracy framework is currently in development and shared that this has been influenced by best practice observed at recognised Centres of Excellence. Trustees were provided with examples of Teacher Talk Tactics to support early language development. MM outlined the next steps for the Trust, including the introduction of a Listening Ladder to ensure pupils develop strong listening skills. Pupils will also be introduced to The Formality Scale, supporting a sense of belonging and establishing clear ground rules to strengthen effective discussion. MH provided an update on Teaching and Learning, noting that he leads on Primary Teaching and Learning and works closely with Rob Hodgson, who leads on Secondary Teaching and Learning. MH explained that nine key teaching and learning principles have been developed collaboratively through the hub and are aligned to core techniques to support effective policy implementation. MH confirmed that StepLab, an online CPD and coaching platform, has been implemented across all TCAT academies to support the sharing of best practice. MH added that learning modules aligned to the teaching and learning principles have been created and are reviewed collaboratively to ensure best practice across TCAT. <u>TCAT Leads:</u> BL and Jordan Oddie, HR Advisor, delivered a short presentation spotlighting TCAT’s People Plan. This station showcased TCAT’s work to	
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	develop leadership capacity and strengthen career pathways. Trustees were briefed on the success of the Employer Offer Roadshow, which is widening exposure to the world of work and building positive relationships with local and regional partners. The Leadership Essentials pathway was highlighted as a key component in developing emerging leaders, supporting succession planning, and ensuring consistent leadership standards across the Trust. TCAT People Plan and Staff Offer: BL made reference to the Trust's commitment to the 'TCAT People Plan' which covers: - Recruitment and retention - Growth and development - Rewards and benefits - Inclusivity and wellbeing BL highlighted the significance of creating the right culture for TCAT staff and showcased the accomplishments made by the Trust to implement the People Plan. BL explained how enhancements have been made in HR systems and processes such as the implementation of the HR system, Civica and Applicant Tracking System (ATS) 'MyNewTerm'. BL stated that the new systems and processes enable data collection that is used to enhance practice across the Trust as well as provide Trustees with the required data. BL described the investment in updated system as a more modernised approach, which also enhances the experience of an applicant. BL shared that there are 1500 employees across the TCAT staff workforce and remain the Trust's greatest asset to provide high quality education to pupils. BL shared Trust-wide measure to support with sustainable workload and the hub model used to reduce workload and share best practice/ BL referred to the Trust's commitment to staff professional development through Education Connect, the expansion of the apprenticeship routes for the Support Staff Offer and the development of the Leadership Essentials course that has been created to provide people managers with clear direction and support, knowledge, and confidence to lead effectively. BL and JO concluded by sharing that the Trust are in the process of visiting TCAT academies, titled 'TCAT Offer Roadshow', whereby, the Central Team showcase the existing employee benefits and offers for staff. <u>TCAT Operations:</u> <u>Solar:</u>	
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	Trustees received a live presentation outlining the progress and delivery of the Trust's Solar PV Project, funded through the Great British Energy Support Programme (GBESP). The presentation provided assurance on timelines, governance, delivery stages, and completion status. Trustees were informed that TCAT received formal notification of GBESP funding in July 2025. • Phase 1 initially included Sutton and Padgate Academy. • A further four academies were subsequently approved and added as Phase 2, expanding the scope of the project. • Detailed project plans were developed and shared with Warrington Borough Council and St Helens Council • These submissions were made to secure confirmation of permitted development approval, which was completed in August 2025. <u>Trustees were informed that</u> comprehensive site surveys were undertaken in August 2025 across all participating academies to identify optimal locations for solar PV panels and determine system size and installation requirements for each site. Trustees were advised that installation works commenced in January 2026, including: • Erection of scaffolding at all sites • Controlled delivery of equipment • Completion of all required GBESP contractor security checks • By March 2026, all planned installations were confirmed as complete. • Six solar PV installations were successfully delivered across TCAT academies. • All systems were commissioned and set up on the SolarEdge monitoring platform, enabling real-time performance and generation monitoring. The presentation showcased Beamont Collegiate Academy as a specific example of delivery, featuring: • Installation of 420 solar PV panels • Visual evidence of the installation process and final system • Confirmation of full integration with SolarEdge monitoring Trustees were reminded that the solar projects support TCAT's wider climate action and sustainability objectives, with reference made to individual academy climate action planning, including Padgate Academy. The presentation provided the Board with evidence of tangible progress against TCAT's sustainability and carbon reduction commitments <u>Ty'n-y-Felin Outdoor Education Centre:</u> Trustees received a presentation showcasing the continued development of Ty'n-y-Felin, highlighting its growing contribution to the Trust's outdoor learning, enrichment, and residential offer.	
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	Joe Obiro, Centre Manager, provided a comprehensive overview of the residential and day visits delivered over the previous twelve months, outlining participation levels and the range of curriculum-linked and enrichment activities undertaken by pupils from across the Trust. The presentation also covered the ongoing operational management of the site, including staffing, health and safety arrangements, site maintenance, and programme delivery, and demonstrated how these elements support high-quality educational and experiential outcomes. Trustees noted the positive progress being made and the centre's increasing role in enhancing pupil experiences and supporting wider Trust priorities. <u>Catering:</u> Harrisons Caterers delivered a live catering demonstration for Trustees, during which a selection of food samples was provided to showcase the range and quality of menu options available to students across the Trust. Trustees were informed about the variety of daily choices offered, including the use of fresh ingredients and nutritionally balanced meals designed to meet the needs of different age groups and dietary requirements. Harrisons also presented an overview of recent developments, highlighting improvements in food quality, operational efficiency, and waste reduction. The presentation demonstrated strong operational progress across schools, including enhanced menu planning, supply chain efficiencies, and initiatives to reduce food waste while maintaining high standards. Trustees commended the high quality of the food sampled and expressed positive feedback regarding the variety and freshness of ingredients used. Trustees noted that the catering provision reflects the Trust's commitment to supporting student wellbeing through the provision of nutritious, high-quality meals. <u>iTeach Strategy Update:</u> TL concluded the live CEO Report with an update on the iTeach Strategy, outlining progress in the rollout of digital teaching tools across the Trust. TL explained that high-quality training sessions have been delivered by Richard Anderson (Sync), with the programme structured to ensure staff receive both the technical skills and pedagogical understanding needed to maximise impact. The training model includes: • Provision of equipment to all participants (13" iPad, stylus and keyboard). • Engagement in live demonstrations directly linked to theory, instructional practice and pedagogy. TL highlighted several key benefits of the approach, including: • Mirror casting, enabling teachers to display content seamlessly and support more dynamic explanations. • Immediate learning routines, allowing for rapid transition and engagement as students enter the classroom.	
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	- Enhanced intentional targeting, enabling teachers to differentiate in real time. - Live modelling and annotation, strengthening clarity and supporting step-by-step understanding. To illustrate these benefits, TL delivered a live demonstration for Trustees, showcasing: - Annotation of a lesson, modelling how teachers can adapt content responsively. - Use of Microsoft Whiteboard as an infinite canvas to support ongoing modelling that can be saved and revisited in future lessons, reinforcing long-term learning. - The camera function to capture and share student work as exemplars, which can be added to the canvas instantly. 'SketchLab', demonstrating how digital tools enhance conceptual understanding. - Voice-to-text functionality to support accessibility. - Instant translation to support EAL learners across subjects. - Screen recording for students to revisit explanations. - Slow-motion recording for subjects or skills requiring detailed breakdown. TL concluded that the implementation of iPads across the Trust will significantly enhance teaching and learning, enabling more dynamic instructional practices, improved modelling, stronger student engagement, and more personalised learning experiences. <i>Trustees complimented</i> the range of tools available to enhance teaching and learning and thanked TL for the live demonstration provided.	
13.	Live CEO Report Reflections: <i>AM sought</i> feedback from Trustees based on their experience of the 'Living CEO Report'. <i>Trustees commented</i> that interactions with staff and students was very powerful. <i>A Trustee stated</i> the opportunity to engage with students was extremely insightful and allowed better understanding of the impact of TCAT strategies. The Chair complimented the careful planning and thanked staff and students for their time to deliver key information for Trustees. AM explained the significance of engaging with key stakeholders to enable Trustees to appreciate the impact that their decision making is having across the Trust. AM used TCAT Learns as an example of central resources to fund Lead Practitioner's work to deliver external support work. AM referred to the Employee Offer and commitment of the Trust to the Staff Offer.	All 15 mins

	AM referred to TCAT Thrives and the range of strategies that have been developed to have a significant and made reference to the Turing Scheme and The Challenge Award. AM shared that the solar installation has been a significant cross-trust project that is set to save significant figures for the Trust. Trustees shared positive feedback with the CEO and expressed their interest in incorporating this method of reporting on an annual basis. A brief discussion took place, and it was agreed that the replication of this would benefit colleagues across the Trust. VB suggested organising a similar event for the upcoming SLT Seminar scheduled for 18/05/2026.	
13.	Date and time of next meeting Thursday 9th July 2026, 4-6pm.	
14.	Part Two – Confidential There were no Part Two confidential items discussed during the meeting.	

The Chair closed the meeting at 18:38.

Actions:

Minute Ref.	Action to be taken	By Whom	Completion date
6.	Share communications that the Safeguarding Panel was approved to become a committee and review and update the Trust Board Terms of Reference.	MS	July
8.	Log the typo on the Annual Impact Report to ensure the correct date appears on the front page. Reprint page 1 for all handouts.	MS	ASAP
8.	Consider expanding the mention of Turing and international trips to include primary schools.	VB	When compiling information for 25-26 report.