TCAT

THE CHALLENGE ACADEMY TRUST

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Finance, HR, and Operations Committee Meeting Minutes
Thursday 12th March 2026, 5:30-7:30pm

Venue: TCAT Professional Development Centre
Chair: Peter Winter
Clerk: Melissa St. Clair m.alexander@tcat.uk.com

Committee Membership

Name	Category	Term Ends	Attendance
Linda Boys (LB)	Trustee	31.08.2028	✓
Andrew Moorcroft (AM)	**CEO,** Trustee	N/A	x
Anita Pailing (AP)	Committee Associate	N/A	✓
Howard Platt (HP)	Trustee	01.07.2029	✓
John Warren (JW)	Trustee	11.01.2028	✓
Stephen Whatmore (SW)	Trustee	01.07.2029	✓
Peter Winter (PW)	**Chair**	11.01.2028	✓

Also in Attendance

Name	Role	Attendance
Adrienne Laing (AL)	Operations Director	✓
Ben Logan (BL)	Head of HR	✓
David Halsall (DH)	Chief Finance Officer	✓

Documents Shared Prior to the Meeting:

Item 7. Minutes from the previous meeting 04.12.2025 Item 8a. TCAT Management Accounts (with audio commentary) Item 8b. TCAT Finance Update Item 8b. School Resource Management Checklist Item 9. HR Report (with audio commentary) Item 10. Business and Operations Report (with audio commentary) Item 11. Estate Strategy Draft Item 12. Business Case TCAT IT Services Centralisation Item 13a. HR Policies Overview March 26 Item 13b. TCAT Disciplinary Policy Item 13c. TCAT Grievance Procedure Item 14d. TCAT Menopause Policy and Guidance

Agenda Items		**Lead**
1	**Welcome:** MS welcomed attendees to the third committee meeting of the academic year.	**MS**
2	**Any items for AOB/ Part Two – Confidential:** MS confirmed that there were two part two confidential items to be discussed. MS confirmed that there were no items for AOB.	**MS**
3	**Absence / Apologies / Non-Attendance:** MS shared apologies that had been sent in advance by the CEO. The CEO's apologies were accepted. The meeting was quorate.	**MS**
4	**Register of Interests:** There were no Register of Interests declared.	**MS**
5	**Declaration of Pecuniary Interests:** There were no Declarations of Pecuniary Interests in relation to the agenda items.	**MS**
6	**Membership & Organisation:** MS confirmed that there were no changes to the membership and organisation of the Committee.	**MS**
7	**Minutes of the Finance, HR and Operations meeting held on Thursday 4th December 2025**	**Chair**

a) Acceptance of the minutes : The minutes from the previous meeting were accepted.
b) Matters arising: There were no matters arising noted from the previous meeting.
c) Review of Action Log: The Chair checked through each action from the previous meeting. A verbal update was provided for each action and the Committee were satisfied that all actions had been completed.

Minute Reference	Action to be taken	By Whom	Completion Date
8	Present TCAT Funding Strategy to Trust Board.	DH	11/12/2025
10	Place the order for 825 iPads with the selected supplier (Sync) and commence rollout starting with the primary academies.	TL	
10	Coordinate with Sync to finalise the project plan for iPad rollout, ensuring the training offer and implementation schedule meet trust requirements.	TL	
10	Prepare and initiate the staff reorganisation process for centralising the IT service, including drafting the restructure plan for next term and communicating with affected staff.	AL	
11	Implement amendments to Redundancy, Appraisal, and Staff Capability policies.	BL	ASAP
11	Present the updated data protection policies and privacy notices to the ICO on 16/12/2025 for their review and incorporate any required changes following their feedback.	AL	19/12/2025

8 **Finance Update**: **DH**

Finance Report:

The Chief Finance Officer, DH, provided a narrated Finance Report to the Committee in advance of the meeting. DH provided the committee with the following income and expenditure headline information:

- The YTD financials were reported to be broadly on track, having generated a surplus of £187,000 after five months against a full-year budget of £310,000, with the full year forecast marginally ahead at £350,000.
- DH explained that the Trust continue to focus on forecast work. DH confirmed that each academy will be presented with their own full year forecast.
- DH reported that the budget assumed a tightening of cashflow headroom during 2025/26 due to the works on Peel Hall at Padgate and unwinding of previously School Condition Allocation (SCA) underspends. TCAT will need to

	also cashflow the cost of the remedial works on the Ground Source Heat Pumps, which wasn't in plan, but the cashflow projections including this cost still remain in surplus, but cashflows will need to be carefully managed, and any major new projects carefully considered alongside AL until we have clarity on the funding for the GSHP project - Headlines for individual academies were presented which conveyed healthy financial positions across the vast majority of academies. - DH shared the cumulative reserve position of the Trust and confirmed that £5.5m in reserves were carried forward from 24/25, noting that individual academies have contributed to this reserve. DH explained that he is leading on further financial support for Beamont Collegiate Academy, Dallam Community Primary and Priestley College to ensure their budgets are sustainable going forward. DH shared that staffing structures have been reviewed and careful considerations relating to staffing have been taken on board by each Head to enhance the effectiveness of budget management. ***A Trustee asked*** when a new Headteacher will be appointed at Priestley College. ***BL confirmed*** that interviews take place on Thursday 26th March. ***A Trustee asked*** if investments in Flagstones have been used to cover the costs of the ground source heat pump rectification work. DH confirmed that investments in Flagstones had already been drawn during 24/25 to cover SCA spend, reflecting a catch up of previous underspends. A Trustee asked the Trust's process of investing in bonds. DH explained that investments have gone into bonds with competitive interest rates which results in annual interest, as opposed to purely capital growth upon redemption 2035+. DH explained the reasoning for this is to benefit from interest in the present, and that overall returns vs the 2 options are broadly the same, this way just means we get the benefit over the term, not all at the end. ***A Trustee asked*** if TCAT investments in bonds are protected. ***DH confirmed*** that bonds are government backed. ***A Trustee asked*** how much interest is earned through bonds.	

DH confirmed that interest stands at c. 4.3% and commented that this is a strong interest rate compared to many within the sector earning between 0-1%.

DH asked the Committee if they had any queries relating to the report.
A Trustee complimented the way in which the report succinctly provides a clear finance update.
No further questions were raised by the Committee.

Finance Update**:** DH provided the committee with a team update which covered the following priorities:

Finance Team Focus Areas:

- Central Levy and Academy Value: reviewing how the levy supports academies and how central services can deliver increased value.
- Current Year Forecasts: monitoring in-year performance, identifying exceptions, and implementing remedial actions where required.
- Budget Planning and Assumptions: establishing trust-wide assumptions to underpin the 2026–2029 budget cycle.
- IMP Planner & ICFP: embedding unified tools and methodologies for consistent forecasting, budgeting, and curriculum-related financial planning.

Customer Focus:
The Finance Team reaffirmed its mission of maintaining strong financial management to support high-quality educational outcomes across the Trust. DH shared that the team have explored their responsibility to internal stakeholders.

The Finance Team explored the areas of priority and conclude that finance support aims to enable informed decision-making, provide clarity and confidence, avoid financial surprises and support educational achievement.

DH noted that being "customer focused" does not equate to relaxing financial controls or accepting undue risk; rather, it requires clear communication, solution-oriented approaches, and understanding academy priorities within the regulatory framework.

A Trustee asked if any recruitments have been made to expand the Finance Team.
DH confirmed that there have been two new recruits who are making positive impact.

Central Levy:
An engine of work has been developed to determine the scope of services received at an academy level covering education, operations, other support services and additional benefits. DH confirmed that every single academy within the Trust benefit from the delivery of services and added that this body of work is incredibly powerful in showcasing what academies receive from the Central Levy charge.

DH added that the Central Levy for TCAT academies is 4% in comparison to other Trusts which are typically 7-8%. DH added that the Trust have no intention to increase the 4% central levy unless further services become centralised whereby academies experience corresponding reductions in direct costs.

Key Budget Dates 2026/2027:
The following timeline was delivered to the Committee to demonstrate the schedule for budgeting for the next academic year. The Committee were presented with the following dates:

- Budget work commenced with academies: February 2026
- Approval of budget assumptions (FHO): 12 March
- Issue of key assumptions: 13 March
- First draft budgets (Primary/Secondary): 2 April
- First draft budgets (Sixth Form): 17 April
- Second drafts (all academies): 1 May
- Finalised budgets submitted: 22 May
- Presentations:
- LGBs: May/June
- Trust Finance Committee: 25 June
- Consolidated Trust Budget presented to Trust Board: 9 July

Budget Assumptions 2026-2029:
- General Annual Grants (GAG funding) statements have been received with the provision of +1.6% lagged pupil variance for 27/28 and 28/29.
- NIC Grant and Schools Budget Support Grant to be rolled into GAG from 2026/27 and should not be budgeted separately.
- Secretary of State guidance indicates a 3-year, 6.5% teacher settlement, weighted towards later years.
- Support staff unions have submitted above-inflation claims, but consensus suggests 3% in April 2026.
- DH confirmed that the central levy will remain at 4% unless additional centralised services are introduced, thus effectively saving academies more money.

	DH asked the Committee for their thoughts. ***A Trustee asked*** if any inflation that has been projected is funded ***DH stated that*** there is no additional funding expected outside of the 'GAG' funding, which consequently leaves a gap. IMP Software: DH explained that IMP Software is a leading piece of software that brings together unified reporting, forecasting and budgeting built specifically for MATs. DH shared the key features of this tool include: • Granular and KPI reporting • Automated calculations • Continuous reforecasting Transition is underway from historic manual approaches to fully integrated forecasting and multi-year budget preparation within the system. DH provided the committee with a visual example of a report that has been developed through the reporting tool. DH compared the historic approach of using Excel spreadsheets and highlighted how sophisticated the IMP software is in comparison. DH concluded that the Trust will be using IMP software for budgeting 2026/2027. Integrated Curriculum Financial Planning (ICFP): DH confirmed that the IMP Software is being used for the development of the Integrated Curriculum Finance Planning (ICFP). AL explained that an implementation meeting has taken place with all TCAT academies to prepare academies and confirmed that curriculum plans for 2025/2026 have been built and staff allocation modelling has been drafted. AL emphasised how the IMP software enables academies to produce effect staffing structures in a much more precise and sophisticated manner and assured the Committee that staff will receive the required training to maximise the benefits of this tool. DH concluded by sharing that the ICFP will be piloted across three academies and that plans for a wider roll out across the Trust will then follow. ***A Trustee asked*** why Civica could not be used to support with staffing structure planning. ***DH explained*** that accounting systems do not offer this specific tool. ***DH confirmed*** that IMP has been developed to take the data straight from Civica.	

	A Trustee asked how much the IMP Software costs on an annual basis. ***DH confirmed*** the IMP Software costs the Trust £20,000 per year and assured the Committee that it is a worthwhile investment. School Resource Management Checklist: DH explained that he has completed the School Resource Management Checklist as requested by the Department for Education. ***A Trustee asked*** if all answers submitted had been truthfully answered. ***DH confirmed*** that all submissions were accurate. ***A Trustee asked*** if there were any benefits to the Trust in completing the School Resource Management Checklist. ***AL confirmed*** that the completion of checklist is an expectation of all multi-academy trusts. ***DH asked the Chair*** for the Committee's approval to recommend approval of the School Resource Management Checklist at the next Trust Board meeting. ***All members of the committee approved*** the request for the School Resource Management Checklist to be approved by TCAT's Trust Board.	
9	**HR Report:** BL presented a comprehensive update on the Trust's People Strategy, covering progress across key workforce priorities. The Committee noted the continued alignment of HR initiatives with Trust-wide strategic objectives, including talent attraction, staff development, wellbeing, and legislative compliance. BL shared that the Central Team have scheduled 'Employment Offer Roadshows', whereby each academy will be visited by members of the Central Team to showcase the variety of employee benefits. BL presented the Trust's key priorities as follows: TCAT People Plan: The Committee received an update on improvements to recruitment and onboarding processes: - A new online recruitment platform has been implemented, improving candidate experience and delivering enhanced workforce analytics. - Employer branding activity has been strengthened to improve market visibility and applicant quality. - Induction processes have been refined, resulting in greater administrative efficiency and a more consistent onboarding experience Trust-wide.	**BL**

	The Committee welcomed the progress and noted early indications of improved recruitment outcomes. Staff Development: BL highlighted that staff survey feedback has been used to identify and develop CPD opportunities for staff across the Trust. BL reported continued focus on developing internal talent pathways which covered: - Structured development pathways for support staff have now been launched, providing clear progression routes and supporting succession planning. - Apprenticeship uptake across the Trust remains steady, with strong engagement from both new and existing staff. - Opportunities to expand apprenticeship offerings through new external partnerships such as Best Practice Network and Heart of England are being explored. BL confirmed that the Trust are committed to staff development and making training accessible to staff. Rewards, Benefits, and Pay Frameworks: The Committee received an update on key reward initiatives: - TCAT Plus, the Trust's benefits platform, continues to grow, with significant staff engagement reported. - Work is ongoing to ensure all pay frameworks remain transparent, equitable, and fully compliant with equal pay legislation. - The Committee noted the importance of maintaining competitive and fair reward structures in the context of sector-wide recruitment and retention pressures. Equality, Diversity, and Wellbeing: BL outlined ongoing work to strengthen the Trust's inclusive culture and wellbeing provision which covered: - A new partnership with the Global Equality Collective (GEC). Staff surveys will be issued to assess workplace culture and identify targeted interventions to improve equity and inclusion. - Staff wellbeing continues to be prioritised, particularly in light of increasing workload pressures across the education sector. The Committee discussed the importance of monitoring wellbeing indicators and ensuring that support mechanisms remain accessible and effective. Legislative Changes and Compliance: The Committee received a summary of current and forthcoming legislative changes impacting employment practices: - Amendments to the Employment Rights Act, including updated provisions on paternity leave, statutory sick pay,	

	and unfair dismissal eligibility. BL assured the Committee that all amendments are being actively monitored. - Internal processes and policies are being updated to ensure continued compliance once the legislative changes take effect. ***The Committee requested*** ongoing updates and impact assessments to ensure robust implementation across all academies. Workforce Update: BL presented a workforce update, highlighting that TCAT's workforce has grown 44% over the last four years. BL explained that this comes as a result of the growth of the Trust with additional academies joining and expansion of the Central Team. BL highlighted key data such as the percentage of teaching and support staff, expansion of roles within the Central Team, male/ female workforce, full time and part time employees and average distance travelled by staff to their place of work. BL added that despite there being a national concern relating to teacher retention and recruitment, TCAT survey data indicates no huge concern. BL added that the Trust also have a 'Train to Teach' offer which sees the steady recruitment of trainee teachers and serves as a career pathway for TCAT Support Staff who are interested in getting into teaching. ***The Chair asked*** who manages ITT recruitment for the Trust. ***MS confirmed*** Jill Moules is the ITT Coordinator and is supported by Laura Shawcross. AL confirmed that an internal 'Practice Interview Day' takes place every December whereby trainees are interviewed by TCAT Heads and Principals, thus providing trainees with interview experience and supports TCAT academies with filling vacancies with high calibre teachers. BL added that the Trust have identified individuals interested in engaging in the Teaching Apprenticeship offer which is being further explored by the Trust to expand the current offer. ***A Trustee raised*** the significance of the Trust being inventive when putting a package together for prospective employees. ***BL confirmed*** that the Trust are committed to developing a strong employee offer and are further exploring flexible working. BL emphasised that flexible working can only be granted within reason but that other initiatives have been considered to enhance the staff offer. ***The Chair encouraged*** BL to carefully consider this.	
10	**Building and Operations Report:** 'TCAT OpEx Strategy': AL took the report as read and reinforced the significance of the Trust's journey towards 'Operational Excellence'. AL provided the Committee with an overview of the origins of Operational	**AL**

Excellence and explained the 'TCAT OpEx Strategy' aims to consolidate various operational practices into a coherent framework to drive efficiency and quality assurance across academies. AL described the five key elements as follows:

- Leadership and culture
- Process excellence
- Quality assurance
- Technology and automation
- Capability development.

AL emphasised that the aim of this strategy is to enhance effectiveness and eliminate waste.
AL raised the significance of the Committee's role in driving forward Operational Excellence.

Estates: Capital Projects Summary 2025-2026
The Committee were provided with a summary of capital projects 25/26. AL confirmed that 33 of the 44 projects have been completed or are near completion with a total sum of £48k uncommitted within the balance. AL spotlighted the school remodelling at Broomfields Junior School, and the significant works that have been completed. AL added that phase two and three of the remodelling will be complete by the summer half term.
The Committee complimented the vast number of projects that have been completed across the Trust.

Solar:
AL explained that TCAT have received solar installations via Great British Energy Great British who have led on the installations at Beamont Collegiate Academy, Dallam Community Primary School, Meadowside Community Primary and Nursery School, Priestley College, Padgate Academy, and The Sutton Academy and all are scheduled to be completed by the end of March. AL confirmed that 724 solar panels have been installed across TCAT academies.

A Trustee asked if the Trust know how much will be saved on an annual basis.
AL confirmed that the annual saving will be circa £300k overall.

A Trustee asked if the solar installation will be extended to other TCAT academies.
AL confirmed that the Great British Energy projects were led by the government. AL added that Paul Sinnott, Head of Facilities, has liaised with Solar for Schools who will install solar panels for the remaining eight academies over the next sixth months.

AL explained that all UK schools and education trusts are required to have their own Climate Action Plans. AL confirmed that each

	academy will receive their own Climate Action Plans which will form part of the Trust's sustainability strategy. Penketh High School: AL confirmed that Penketh High School's rebuild has been formally approved and will be a net zero project. AL provided details relating to the project timeline and shared a visual of the approved plans. ***A Trustee asked*** when the rebuild will be complete. ***AL confirmed*** that on the current DfE timeline, PHS will move into the new building in September 2028 and shared that all demolition and external works will be complete September 2029. ***A Trustee asked*** about the planning for the project. ***AL confirmed*** that the planning application is due to be submitted in the summer of 2026. The plans do show a three-story building based in a residential area surrounded by houses. AL confirmed that the Local Authority have been very supportive. Football Foundation: AL provided an update on the Trust's longstanding collaboration with the Football Foundation, noting that this partnership has been in place for several years. AL explained that two major scheme supported jointly by the Local Authority, Sport England, and the Football Foundation are currently being progressed to enhance sports facilities across the Trust. AL reported that upgrade plans for the sports pitches at Penketh High School and Priestley College are moving forward, supported by trustee-approved funding contributions and ongoing applications to external funding bodies, including the Football Foundation. AL further confirmed that the Trust Board had formally approved the upgrade of Penketh High School's existing 3G pitch. A bid for the project has been successfully secured, incorporating a £250,000 contribution from the Funding Agreement with Warrington Borough Council. AL concluded by sharing that installation works are scheduled to commence in summer 2026. AL explained that there are two projects at Priestley College, one of which is a hockey pitch that is being replaced and upgraded by England Hockey and Sports England, due to it being 1 of 2 hockey pitches left in the local authority. ***A Trustee queried*** if the installation of a new hockey pitch would benefit Priestley College students. ***AL confirmed that*** a new hockey pitch would be advantageous for Priestley College students who use it for training purposes.	

	A Trustee asked if any TCAT academies have hockey teams. ***AL confirmed*** that at present, there are no hockey teams within the Trust. AL added that the second project is in relation to the installation of a brand new 3G pitch that would be located directly next to the new hockey pitch. AL confirmed that the Trust applied to the Football Foundation which was originally declined. The total cost of the development of a new 3G pitch will be £1.2 million. AL stated that Trustees agreed to a contribution of £250,000 to support with the installation of the new pitch, however, this contribution is lower than the usual match contributions expected for such projects. AL confirmed that the Football Foundation usually request a 35% contribution and shared that the increase of £50,000 would make this more viable. AL explained to the Committee the requirement to extend the contribution and increase this from £250k to £300k in order to increase the chances of the approval for this application. ***A Trustee sought clarification*** of the benefits of the 3G pitch. ***AL confirmed*** a brand new 3G pitch would be utilised by students at Priestley College, Warrington Wolves Foundation, and would provide an opportunity for income generation through external clients/ lettings. ***A Trustee asked*** if other TCAT academies would benefit from the 3G pitch. ***AL confirmed*** other TCAT academies will benefit from the 3G pitch. ***AL sought the Committee's approval*** to concentrate on the 11 proposed projects for 26/27. The Trust would be left with just under £1.5 million of SCA money. AL assured the committee that any leftover funds would be used to implement phase two of the outstanding projects. ***The Committee approved*** AL's request to focus on the 11 proposed projects outlined in the 2026/2027 Project Plan. AL raised that there are two projects for Priestley College have been carried forward over the last three years that equate to £376.000. AL proposed that that this sum of money is used to pay for the £300,000 for the Football Foundation contribution for the installation of the 3G pitch. AL added that Priestley College would benefit from the usage of the 3G pitch and economically benefit from the income generated by external client use of hiring the pitch. ***AL asked the Committee to approve her proposal to use £300k from Priestley College's £376k estates funds to***	

	cover all the costings required for the contribution to the Football Foundation. ***All Trustees approved*** the request to use £300,000 from Priestley College's £376,000 estates funds. AL assured the Committee that Priestley College would benefit from the income generation made from lettings/ hiring of the 3G pitch. Operations: - Catering: Harrison's contract is going well and academies have reported that they are satisfied with the service. Dallam Community Primary School are scheduled to move over to Harrisons Catering on 1st April 2026 and Beamont Collegiate Academy are exploring the prospect of moving over to Harrisons. - Data Protection: The ICO Audit interim check reported "significant progress". AL confirmed that out of the 46 areas, 21 have been completed, 20 are in progress and 5 are scheduled to start. - Procurement: AL confirmed that the Trust are scheduled to go out to tender in the Spring term for catering and internal auditors. AL added that reviews of Service Level Agreements with Warrington Borough Council are scheduled as well as the completion of a contract register review. T'yn-Y-Felin Outdoor Education Centre: AL provided a brief update relating to T'yn-Y-Felin Outdoor Education Centre and shared with the Committee that the bookings calendar for 2025-2026 has been full throughout the spring and summer months. AL added that all building works for the cottage refurbishments have been completed the grand opening of the cottage has been scheduled for 13/03/2026. A number of photographs were presented to the Committee to showcase the significant investment that has been made. AL concluded by sharing that a Staff Offer has been launched, whereby TCAT staff can request use of the centre during half terms/ summer, and that the centre offer is in the process of being expanded so that camping can be offered. ***A Trustee requested*** a Peel Hall update. ***AL confirmed*** that despite requests, the Trust have not received any recent updates. AL added that there have been no further houses sold, consequently, no further money has been received by the Trust. AL explained that the Trust receive funds for every 100 houses sold.	
11	**Estate Management:** (For information and discussion) The Committee received an update on how national guidance and new statutory requirements have shaped the revised TCAT	**AL**

	Estates Management Strategy. AL explained how the updated strategy establishes a clear framework to ensure all academy sites remain safe, sustainable, compliant, and fit for future educational delivery. The Committee acknowledged that these updates provide a strong, compliant, and forward-looking foundation for long-term estates planning across the Trust ***AL sought approval*** for the Estate Strategy. ***The Committee unanimously approved*** the Estate Strategy.	
12	**IT Reorganisation** AL explained that the final IT Reorganisation business case has been developed in collaboration with TCAT Heads, Principals and Senior IT staff. AL explained that the IT Reorginisation goes to JCNC for consultation W/C 16/03/2026. ***A Trustee asked*** if there are any job changes as a result of the IT Reorganisation. ***AL confirmed*** that all network managers will form one team and report to the Trust. AL confirmed that under the restructure, no staff are at risk of losing their jobs. ***A Trustee challenged*** that there is nothing specific contained within the business case to explain the support provided to the academies who lose Abtec support. ***A Trustee challenged*** how academies who have less sophisticated equipment will be supported. The same Trustee further questioned the logistics of Network Managers support academies based on different sides of Warrington. ***AL explained*** that 80% of the work that Network Managers carry out are remote, thus meaning the distance between Network Managers and TCAT academies is not a concern. AL justified that the level of support goes on quantity of equipment and pupil numbers, highlighting that under the existing model this is inefficient. AL complimented Abtec as the Trust's third-party strategic support. AL explained that under the existing model, primary academies receive IT support two days a week every two weeks from Abtec, the third party provided. AL explained that this is an ineffective model and going forward the use of HALO would lead to all IT ticket requests being logged and immediate support provided. AL emphasised the significance of all primary academies receiving better support. ***A Trustee challenged*** is no evidence in the paper that primary academies will receive a better service under the IT Reorganisation proposed.	**AL**

	A Committee Associate challenged the Trustee, stating that primary academies are going to receive the same service as secondary academies. ***AL responded*** that there is not the same level of demand required within primary academies. AL added that Network Managers will be effectively distributed to ensure enhanced support is implemented for primary academies. ***The Chair asked*** if the IT Reorganisation has been shared with Heads for their viewpoints. ***AL confirmed*** that a consultation has taken place with all TCAT Heads and Principals. AL shared that the proposal has not yet been shared with IT Technicians. AL highlighted that a key complication faced has been that the majority of Network Managers have split roles usually combining both It and Estates ***The Chair asked*** if the IT Reorganisation aims to enhance the IT service of primary academies. AL confirmed that enhancements of the primary experience is a priority. ***The Committee requested*** that ongoing monitoring is completed to ensure service quality is maintained for all academies. ***AL assured the Committee*** that quality assurance monitoring would form part of the implementation. ***AL sought approval*** of the IT Reorganisation from the Committee. **Decision**: ***The Committee unanimously approved*** the IT Reorganisation.	
13	**Policies:** Prior to the meeting, BL provided the Committee with a one-sided overview of Trust policies that are in the process of being reviewed or under consultation. BL led a review of several HR policies, including Disciplinary, Grievance, and Menopause policies, identifying areas for further revision and compliance with recent legislative changes in response to the White Paper. BL added that a number of TCAT policies are under consultation with JCNC to ensure they meet statutory requirements and confirmed that a meeting has been scheduled to take place on 18/03/2026. BL thanked JW for his feedback and recommendations relating to the TCAT Disciplinary Policy and assured the committee that the recommendations would be reviewed and applied where required. ***BL requested*** that the TCAT Disciplinary Policy is carried forward for the next meeting to allow for adaptions to be made. The Chair supported this decision.	**BL**

	The Committee approved the request for this policy to be carried forward. TCAT Grievance Procedure: ***BL requested*** that this policy was carried over to the next meeting to ensure required amendments could be implemented in line with White Paper recommendations. ***The Committee approved*** the request for this policy to be carried forward. TCAT Menopause Policy and Guidance: BL shared that there have been changes shared in which has resulted in the need for the Trust to review the Menopause Policy and make required adaptations. ***BL requested*** that the policy was reviewed at the next meeting. ***The Committee approved*** the request for this policy to be carried forward. **Decision**: The Committee stated that their preference was to review the policies in June when the required amendments have been implemented. The Committee supported BL's decision to carry the Disciplinary, Grievance and Menopause policies over to the next meeting.	
14	**AOB:** There was no other business discussed during the meeting.	**Chair**
15	**Date and time of next meetings: (For information)** Thursday 25th June 2026, 5:30-7:30pm	**Chair**
16	**Part Two: Confidential Items** Confidential items were captured in a separate document.	**AL/ BL**

AP left the meeting at 19:18. Part Two items were discussed by the Committee.

The Chair closed the meeting at 19:31 and thanked attendees for their time and contributions.

Actions:

Minute Reference	Action to be taken	By Whom	Completion Date
8	Provision of ongoing support for BCA, DAL and PRI.	DH/ BL	On going
9	Review TCAT employee offer to showcase benefits.	BL	On going
10	Circulate the updated draft of the TCAT Operational Excellence Strategy to trustees by the end of term or early next term for review and feedback.	AL	18/06/2026

10	Priestley College 3G Football Pitch Funding: Increase the contribution for the Priestley College 3G football pitch project from £250,000 to £300,000, using the previously allocated uncommitted funds, subject to trustee approval.	AL	ASAP
12	Move forward with the formal consultation stage for the IT centralisation business case, incorporating feedback from senior IT staff and principals. Provide update at the next committee meeting.	AL	ASAP
13	Revisit and update the disciplinary policy, grievance and menopause policies to reflect recent legislative changes and internal feedback before resubmitting for approval.	BL	18/06/2026