

Terms of Reference for FLT Resources Committee 2023/24

Purpose

The purpose of this committee is to focus on the Strategic Priorities, the Risks, and the Governance Functions - as delegated by the FLT Board - specifically relating to resources across all Trust schools.

Strategic Priorities

The Strategic Priorities delegated to this Committee to monitor, as set out in the FLT Strategy and Strategic Priorities for 2023/24 document, are as follows:

| Strategic Priorities | Ref | Target Date | Operational Lead |
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| CPE – Expand the offer and develop the use of National College training. <ul style="list-style-type: none"> • Monitor use, quality and impact of CPD for all stakeholders. • Link CPD to key priorities. • Use CPD more strategically to improve teaching and learning. • Use CPD to retain and attract teaching and support staff at FLT. • Provide enhance training to support complaints and disciplinary investigation and reporting. • Continue to embed and further a sense of connectedness and an understanding of relational schools by all staff. | NDP | August 2024 | RS / RE |
| Support and development for Senior Leaders (new and existing) <ul style="list-style-type: none"> • Coaching and mentoring continued and a culture of coaching developed across the Trust. • Focus on Exec Heads and Heads of school as new roles in the structure. • Engagement in leadership programmes • NPQ offer. • How to monitor quality of teaching and learning training. • How to manage difficult feedback and hold staff to account for performance and learner progress. | NDP | August 2024 | RE |

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| <p>Staff Charter and Well Being – Develop a staff charter, including a focus on staff well-being.</p> <ul style="list-style-type: none"> • Working party to take forward initial discussion of charter. • Timeline of actions • Publicise to all staff. • Monitoring of impact • Links to retention, outcomes and employee value proposition. | NDP | August 2024 | AL / SD |
| <p>Recruitment and retention</p> <ul style="list-style-type: none"> • Review Trust Employee Value proposition. • Advertise offer on all posts. • Encourage well working at all levels / valuing staff within teams. • Strong relationships and thanks shared at every opportunity. • Employee of the month on Trust newsletters • Review salary scales to ensure they are realistic for job descriptions. • Link to CPD offer. • Ensure appraisal for all staff is positive and developmental. • Ensure high efficacy through staff feeling capable, connected and autonomous in all schools – cascaded from leaders. | NDP | August 2024 | AL / SD |
| <p>Stakeholder Surveys-</p> <ul style="list-style-type: none"> • Staff survey (autumn), Governor (spring) and parent (summer). Carried out, analysed and actions following shared. Monitored by Heads and LGBs. • Deliver rigorous action plan implementation as a response to all surveys and ensure stakeholders are engaged in progress. • Pupils delivered by school and collated as a Trust. | SG | August 2023 | RE / SN |
| <p>Equality and Diversity (staff) - Review and reflect on the Trust’s approach to equality and diversity.</p> <ul style="list-style-type: none"> • Consult with VAT • Involve Jean Creagh • Look at other larger Trusts and what they do to secure a diverse workforce. • Create policy guidance. | NDP | August 2024 | AL / SD |
| <p>Shrivenham new build - Ensure the building, infrastructure, relocation, and relevant approvals</p> | SG | February 2024 | AL / JR |

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| from DfE are delivered in time for February 2024 move. <ul style="list-style-type: none"> • Communicate well at all stages to all stakeholders. • Support community in planning for a successful move. | | | |
| ICT - Continue to develop the Trust's overall ICT strategy moving to a robust future-facing platform. <ul style="list-style-type: none"> • Development of the strategy group • Involvement of stakeholders • Training staff • Securing hardware and software to deliver. • Establishing contract to provide ongoing training and support. | SG | August 2024 | AL / JR |

Risks

The risks delegated to this Committee to monitor, as set out in the FLT Strategic Risk Register document, are as follows:

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| Significant changes in pupil numbers within the community |
| Changes in legislation and policy (e.g.: DfE, Ofsted, EFA, HSE, OCC) that jeopardise the delivery of our Strategic Objectives. |
| Insufficient funding to deliver our Strategic Objectives |
| Natural disaster / pandemic |
| Breach of statutory obligations as a company limited by guarantee and an exempt charity |
| Adverse financial /operational performance |
| Financial fraud and/or cyber crime |
| Inability to recruit & retain enough capable and motivated staff |
| Breach of HSE legislation in any school, resulting in prosecution |

Governance Functions

The governance functions delegated to this committee to action, as set out in the current FLT Scheme of Delegation document are as follows:

| Number | Function |
|----------------|--|
| Finance | |
| 17 | Recommend individual school contributions to fund Trust central budgets |
| 18 | Consider outcome of ALT central budget contribution consultation and any individual school's appeal related to their level of contribution |
| 19 | Approve the 3– 5yr central budget plans and annual budget allocations |
| 20 | Monitor performance of Trust Budgets and scrutinise individual school budgets |
| 23 | Ratify individual school budget plans |
| 25 | Authorise in-year revisions to an approved school budget |

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| 26 | Approve the FLT Financial Manual |
| 27 | Adopt and comply with the FLT Financial Manual |
| 32 | Maintain and monitor FLT risk register |
| 37 | Appoint an external peer reviewer |
| 38 | Receive Audit and Risk Committee and Auditor reports and approve any required action plans |
| 39 | Monitor action plans following Independent Audit & Risk Committee and Auditor reports |
| 44 | Ratify write offs |
| 46 | Authorise severance and compensation payments between £25,000 - £49,999 |
| 49 | Authorise disposal of fixed assets above £5,000 |
| 51 | Authorise as co-signatory operating leases for equipment and vehicles over £25,000 - CHAIR |
| 53 | Review and sign off Trust Central Hospitality register - CHAIR |
| Staffing | |
| 61 | Ratify the grade, salary range and title of any new SLT or equivalent post and review posts when vacancies arise |
| 65 | Authorise the advertising of a Headteacher vacancy confirming the leadership group and salary range to be applied. Ratify the appointment offer |
| 66 | Authorise the advertising of a Deputy and Assistant Headteacher vacancy & salary range. Ratify the appointment offer |
| 76 | Ensure FLT pay policies are followed when any new appointment is made or if there is any change to the terms and conditions of employment of an existing member of staff. |
| 77 | Monitor impact of FLT pay policies and recommend any changes required |
| 79 | Consider recommendations to award recruitment and retention awards |
| 86 | Suspend CEO, HT, SLT or equivalent |
| 87 | End suspension of CEO, HT, SLT member |
| 89 | End suspension of all other staff/employees |
| 91 | Dismiss any other member of staff/employee on the recommendation of the Chief Executive Officer, Head Teacher or LGB |
| 93 | Determine dismissal payments/early retirement for all other staff |
| 95 | Determine redundancy payments for all other staff |
| 98 | Verify accuracy and completeness of the Single Central Record (Central Team) |
| Performance Management | |
| 103 | To review impact (including financial) of policy across FLT |
| 105 | To annually review FLT pay and appraisal policies |
| School Organisation | |
| 114 | Conduct termly review of pupil number projections |
| Facilities | |
| 166 | Recommend and review FLT Business Continuity Plan |
| Premises | |
| 167 | Develop FLT estate strategy or master plan |
| 172 | Set a Trust letting and charging policy |
| Health & Safety | |
| 177 | Develop FLT Health & Safety policy and procedures |
| 179 | Monitor impact of the policy and response to H&S concerns and issues across FLT sites |

| The Board and LGB – Legal Functions | |
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| 208 | Establish FLT policy on expenses for Trustees and Governors |

Policies & Procedures

The policies & procedures delegated to the Resources Committee to maintain, as set out in the FLT Guidance on Statutory Policy and Procedure document, are as follows:

| Name | Review Date |
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| Accident and Incident Reporting | 3 years |
| Allegations of Abuse Against Staff and Volunteers | 3 years |
| Appraisal – Support Staff | Annually |
| Appraisal – Teaching Staff | Annually |
| Capability of Staff | Annually |
| Code of Conduct – Staff | 3 years |
| Critical Incident Plan incl Business Continuity | 3 years |
| Disciplinary | 3 years |
| Drugs, Illegal Substances and Alcohol | 3 years |
| Expenses | 3 years |
| Finance Manual | Annually |
| First Aid Policy & Procedure | 3 years |
| Freedom of Information | 3 years |
| Governors' Allowance | 3 years |
| Grievance | 2 years |
| Investment Policy | 3 years |
| Local Government Pension Scheme | 3 years |
| Pay Policy – Support Staff | Annually |
| Pay Policy – Teaching Staff | Annually |
| Premises Management Documents <ul style="list-style-type: none"> • Asbestos Management Policy • Fire Safety Management Procedure • Home Working • Smoke Free Workplace • Driving at work | 3 years 3 years 3 years 3 years 3 years |
| Reserves Policy | 3 years |

Reporting to the Board

The Chair of the Board has created a schedule of business indicating when reports from the Committee must be shared with the Board.

Term 1

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| Provide a report on any issues arising for a review of the Trust's HR dashboard data |
| Review and make recommendations as to any changes related to this Committee's areas of responsibility in respect of the Trust's <ul style="list-style-type: none"> - Scheme of Delegation - Risk Register |

Term 2

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| Review the Trust's Annual Report and Accounts and submit a recommendation to the Board on their adoption |
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| Provide a budget monitoring report, highlighting any potential concerns |
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| Confirm Trustees have noted any changes to the FLT Pay Policy |
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Term 3

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| Make recommendations as to the scope of a Trust annual survey, to be carried out with: |
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- parents
- pupils
- governors and
- staff

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| Provide a report on the impact of the Trust's appraisal system and pay progression including: |
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- all staff, including Executive Leadership Team
- moderation of objective setting
- how CPD is being used to improve the quality of teaching and learning

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| Produce the Trust's Pay Committee report for central staff |
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| Produce a benchmarking report on Trust spending |
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| Provide a report on planned asset-management priorities and capacity to meet demand for places |
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| Provide a report on financial implications of free school meals census data |
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| Provide a report on the Trust Schools' Condition Surveys |
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Term 4

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| Provide a report on the outcome of the interim appraisal cycle |
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| Provide a budget monitoring report highlighting any potential concerns |
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| Provide a report setting out the proposed Budget Setting assumptions for the Trust |
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Term 5

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| Contribute to the review of the Trust's Vision Statement and what should be reflected in the Trust Strategic Aims |
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| Provide a report on expected admission numbers to Trust schools and the financial implications |
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| Submit the central budget plan and services offer for Board approval |
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| Provide a Trust-wide Health and Safety report |
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Term 6

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| Provide a report on the 5-year budget plans for the central budget and individual schools – this should be approved and any required actions which need to be attached to the approval |
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| Recommend a Best Value statement for sign off |
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| Report on a review of the Committee's Terms of Reference and any changes which need to be approved |
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Membership and Meetings of this Committee

The Committee will comprise of a maximum of 10 members, at least 2 of which must be directors of the FLT board. The Chair must be a Board director; the Chair should not be an employee of FLT.

The current 8 members of the Trust Resources Committee (from Sep 2020) are as follows:

Chair: Tim Clark

Board Representatives: CEO, Mark Greenwood (Risk Lead), Jason St John Nicolle (Vice Chair), Adale Bennett

Local Governing Body Representatives: David Hancox, Alex Bond

Other: Tim Clark

Officers: COO/CFO, Trust Finance Manager, Trust Operations Manager

Clerk: Tori Ray

The membership will be reviewed at the first meeting of the academic year.

Additional attendees may be invited to advise on specific issues; any governor of an LGB may attend committee meetings.

The quorum is 50% Committee members, at least (2) two of which must be directors of the FLT Board. Only Committee members may vote, and where necessary, the Chair may have a casting vote.

The Committee must meet at least three times per year; further meetings may be held as required for the Committee to meet its responsibilities.

Agreed meetings for 2023/24:

September, November, January, March, May, June

In addition, the Chair/committee is due to meet with the LGB Finance Leads in late March or early April.

The agenda and supporting papers for each meeting must be circulated in advance. A formal record of each meeting must be maintained and circulated prior to the next meeting for verification.

Schedule of Business for Resource Committee Meetings

All meetings / standing items

- Apologies
- Welcome
- Critical Matters for AOB
- Pecuniary Interests
- Minutes from the last meeting
- (Target 30 minutes)
- **Strengthening and Growing the Trust (30 mins)**
 - Finance Report
 - The Risk Register
 - Premises/ H&S report
 - ESFA/ DFE letters
 - MAT to MAT Collaboration
- **Nurturing and Developing Our People (60 mins)**
 - Recruiting, developing, retaining and deploying the best staff
 - Centre for Professional Excellence
 - Staff changes and appointments
- Other
- AOB

Term 1 meeting (target date: September)

- Committee Terms of Reference for the year
- Teachers Pay Award & Policy Approval
- FLT Finance Manual Approval

Term 2 meeting (target date: December)

- Financial and Annual Report including Accountants report
- Pupil planning review

Term 3 meeting (target date: January)

- Pay Committee Reports
- Start of 5 Year Planning Process
- In year budget position and deficit governance

Term 4 meeting (target date: March)

- H&S report (including H+S Audit report)
- Premises report
- Numbers for next academic year
- Pupil planning review
- Premises Strategic update
- Finance internal and external audit outcomes

- Gender Pay Gap Report

Term 5 meeting (target date: May)

- Central Budget Approval for 5 year plan
- Support Staff Pay Award Approval

Term 6 meeting (target date: June)

- Sign off of 5 year Trust Financial Plan
- Set dates for next Academic Year
- Pupil planning review

Information Sources

We require the following information from the LGBs and Officers of FLT

- Ensure all internal and external financial & procedural audits are undertaken
- Responses to audit outcomes and any concerns or issues raised are reviewed and challenged
- Regular reports from LGB Financial Reviews
- H+S Term 1/2 Governor meeting – Health and Safety
- H+S Term 3/4 Governor meeting – Condition Survey
- H+S Term 5/6 Governor meeting – Compliance Meeting

Agreed by this Committee

Signed

Chair:

Date:

Next ToR review due – September 2024

ENDS