



FLT Resources Committee

Terms of Reference

2023-24

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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 Functions

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
<p>CPE – Expand the offer and develop the use of National College training.</p> <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 	NPD	August 2024	RS/RE
<p>Support and development for Senior Leaders (new and existing)</p> <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

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<p>Shrivenham new build - Ensure the building, infrastructure, relocation and relevant approvals from DfE are delivered in time for February 2024 move.</p> <ul style="list-style-type: none"> • Communicate well at all stages to all stakeholders. • Support community in planning for a successful move. 	SG	February 2024	AL/JR
<p>ICT - Continue to develop the Trust's overall ICT strategy moving to a robust Microsoft future facing platform.</p> <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:

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:

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#	Functions
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
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

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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 and 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	
208	Establish FLT policy on expenses for Trustees and Governors

Policies and 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
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

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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

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

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

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Term 3

Make recommendations as to the scope of a Trust annual survey, to be carried out with:

- parents
- pupils
- governors and
- staff

Provide a report on the impact of the Trust's appraisal system and pay progression including:

- all staff, including Executive Leadership Team
- moderation of objective setting
- how CPD is being used to improve the quality of teaching and learning

Produce the Trust's Pay Committee report for central staff

Produce a benchmarking report on Trust spending

Provide a report on planned asset-management priorities and capacity to meet demand for places

Provide a report on financial implications of free school meals census data

Provide a report on the Trust Schools' Condition Surveys

Term 4

Provide a report on the outcome of the interim appraisal cycle

Provide a budget monitoring report highlighting any potential concerns

Provide a report setting out the proposed Budget Setting assumptions for the Trust

Term 5

Contribute to the review of the Trust's Vision Statement and what should be reflected in the Trust Strategic Aims

Provide a report on expected admission numbers to Trust schools and the financial implications

Submit the central budget plan and services offer for Board approval

Provide a Trust-wide Health and Safety report

Term 6

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

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.

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Schedule of Business for Resource Committee Meetings

All meetings / standing items:

- Apologies
- Welcome
- Critical Matters for AOB
- Critical Matters for AOB
- 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

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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

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- 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 date – September 2024

Approved by the Board:

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