Terms of Reference (ToR) for the Trust Board, Committees & Individual Delegates for EAST

Approved / Reviewed By:	**EAST Trust Board**
Originally Ratified On:	**18 October 2021**
Last Reviewed On:	**21 October 2024**
Review Expectations:	**Formal review will be undertaken annually.**

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1. The Role of the Chair of the Trust Board

- To ensure the business of the Trust Board is conducted properly, in accordance with the Articles of Association and DfE guidance (Academy Trust Handbook, Governance Handbook, KCSiE)
- To ensure meetings are run effectively, focusing on priorities and making the best use of time available, and to ensure that all members have an equal opportunity to participate in discussion and decision-making
- To decide the agenda and confirm the draft minutes of the meetings that they Chair
- To establish and foster an effective relationship with the CEO based on trust and mutual respect for each other's roles. The Chair has an important role in ensuring that the Trust Board acts as a sounding board to the CEO and provides strategic direction
- To hold the CEO to account for the performance of the Trust

Disqualification – CEO, Headteacher, Staff Governors, Staff Members

2. The Role of the Governance Professional appointed to the Trust Board & to Members of the Trust

- To work effectively with the Chair of the Members and the Chair of the Trust Board, the CEO and the Headteachers to support the Trust.
- To advise the Trust on constitutional and procedural matters, duties and powers in conjunction with the Company Secretary
- To convene meetings of the Members and of the Trust Board.
- To attend meetings of the Members / Trust Board as required and ensure minutes are taken
- To maintain a register of members and trustees and report vacancies to the Trust Board
- To give and receive notices in accordance with relevant regulations
- To keep current, the training record of all Members and Trustees
- To perform such other functions as may be determined by the Trust from time to time

Disqualification – CEO, Trustees, Governors, Associate Members, Headteachers

3. The Role of the Chair of a Committee

- To ensure the business of the Committee is conducted properly, in accordance with legal requirements and the scheme of delegation for the Trust
- To ensure meetings are run effectively, focusing on priorities and making the best use of time available, and to ensure that all members have an equal opportunity to participate in discussion and decision-making
- To decide the agenda and confirm the draft minutes of the meetings that they Chair

Disqualification – The Chair of the Finance & HR should not be the same as the Chair of the Audit & Risk Committee, and the Chair of Trust Board should not be the Chair of the Audit & Risk Committee.

4. The Role of the Governance Professional appointed to Committees

- To advise the Committee on governance procedures
- To convene meetings of the Committee
- To attend meetings of the Committee and ensure minutes are taken
- To perform such other functions with respect to the Committee as may be determined by the Trust Board from time to time

Disqualification – the Headteacher

5. The Trust Board

The Trust Board should provide confident, strategic leadership and create robust accountability, oversight and assurance for educational and financial performance of the MAT. The Trustees have three core functions:

- Ensuring clarity of vision, ethos and strategic direction
- Holding executive leaders to account for the educational performance of the organisation and its pupils, and the effective and efficient performance management of staff
- Overseeing the financial performance of the organisation and making sure its money is well spent and complies with the Academies Handbook requirements and supplementary updates from the Education and Skills Funding Agency

The key purpose of the Trust Board is to ensure the best possible educational outcomes for all students across the MAT

To be used alongside the detail of the agreed Scheme of Delegation.

Terms of reference in summary:

- To hold six Trust Board meetings a year*
- To elect the Chair and Vice Chair to the Trust Board*
- To appoint the CEO (incorporating the Accounting Officer role)*
- To appoint the DCEO, CFO, COO in conjunction with the CEO*
- To appoint or remove a Governance Professional to the Trust Board and each Committee*
- To complete and review Skills Audits for the Trust Board as required and appropriate*
- To appoint the Chair of Trust Board committees *(advised by the committee, ratified by Trust Board)**
- To appoint the Vice-Chair of Trust Board committees, excluding LGB's (advised by committee itself)
- To appoint, dismiss or suspend the Headteacher of a school*
- To ensure required governance details are published on websites*
- To submit to Members and publish annual Report on Trust performance*
- To publish Trustees Business (and Pecuniary) interests*
- To review and uphold the scheme of delegation and governance structure
- To review the delegation arrangements annually and decide which functions of the Trust Board will be delegated to committees, groups and individuals*
- To establish the committees of the Trust Board and determine their terms of reference*
- To agree and set KPIs, set the vision and approve/review progress of the strategic plan*
- To agree the Trust's topslice arrangements
- To approve the annual cycle of business for the Trust Board and committees including LGBs
- To review the governance succession plan for the Trust Board*
- To agree auditing and monitoring arrangements in matters of compliance*
- To approve staff severance payments and early retirement payments in line with Finance Policy
- To receive reports from any individual or committee to whom a decision has been delegated and to consider whether any further action by the Trust Board is necessary*
- To approve the formal budget plan of the financial year*
- To keep all statutory policies under review and ensure continued compliance with current legislation
- To monitor the review and ratification of policies according to the EAST Policy Schedule.
- The Trust Board and its committees will monitor conflicts of interest and when identified, mitigate them as soon as possible.
- To ensure that grant from the ESFA is used only for the purposes intended

- To ensure that funds from sponsors and donations are received according to the Trust's Funding Agreement, and are used only for the purposes intended
- To consider Trust Board Membership and organisation and make recommendations for delegation arrangements, succession planning and recruitment as appropriate.
- Where appropriate to support LGB's with Governor/Advisor recruitment and succession planning

*these matters cannot be delegated to either a committee or an individual

Membership – As per the Articles of Association

Disqualification – as per Regulation 20 and Schedule 6 of the Constitution Regulations

These terms of reference agreed by the Trust Board:	**21 October 2024**
Chair of the Trust Board:	**Stella Mackenzie**
Vice-Chair of the Trust Board:	**Emma Plane**
Governance professional (s) to the Trust Board:	**Louise Turner**
Quorum:	**One third (rounded up to a whole number) of the total number of Trustees holding office at the date of the meeting, who are in each case present at the meeting and entitled to vote on the matters to be resolved except for the following:** **a. Any vote on the removal of a Trustee** **b. Any vote on the removal of the Chair of Trustees** **When quorum shall be any two thirds.**

Membership of the Trust Board		
Name of Trustee	**Term of Office**	**End of term of Office**
Stephen Clarke	4 years	31.08.2028
Anthony Cooper	4 years	31.08.2027
Jonathan Duggan	4 years	31.08.2027
Donald Hawkley	4 years	31.08.2027
Neville Howe	4 years	31.08.2026
Stella Mackenzie	4 years	31.08.2025
Jennifer McGhee Wallace	4 years	31.08.2028
Emma Plane	4 years	31.08.2028
Darren Porter	4 years	31.08.2028
Stephen Shaw	4 years	31.08.2027
Paul Simpson	4 years	31.08.2027
Stefanie Thorne	4 years	31.08.2027
Nicholas Wellington	4 years	31.08.2028
Chief Executive Officer (CEO)	Attendee	-

Chief Financial Officer (CFO)	Attendee	-
Chief Operating Officer (COO)	Attendee	-
Deputy Chief Executive Officer (DCEO)	Attendee	-

6. Audit & Risk Committee

Authority:

The Audit & Risk Committee is authorised by the Trust Board to act upon any activity within its terms of reference, and to seek any information it requires from staff and Local Governing Bodies. The Committee is delegated authority for the administration, review and ratification of policies according to the EAST Policy Schedule. The Committee can obtain independent professional advice if it considers this necessary.

This committee is authorised to and responsible for matters outlined for delegation to the committee in the Scheme of Delegation.

The purpose of this committee in relation to risk and audit, is to monitor the integrity of the financial statements, to review the governance, internal control and risk management systems and to review the internal and external audit services. It also gives recommendations to the Board of Trustees where it considers that action and improvement is needed.

The key committee functions are to:

- Assure Board of Trustees that they meet all requirements regarding statutory compliance, solvency and probity.
- Ensure financial resources available to the Trust are managed effectively and efficiently, to provide a quality education for the children in the academies that is value for money.
- Provide internal scrutiny and a strong policy, monitoring, evaluation and reporting framework so the Trust and its schools function in line with the Academy Trust Handbook.
- Ensure public money given to educate the children on roll is used effectively and efficiently so they make at least good progress in all aspects of learning, formation, attainment and progress.
- Enable the Board of Trustees to be accountable for the use of: public monies, charitable assets (premises and buildings); and all other resources held in the ownership of the Trust, by ensuring high standards of management and administration of the Trusts' finances and resources.
- Make recommendations to the Board of Trustees and to other committees as necessary and appropriate.

Terms of reference:

Subject to the requirements of the Companies Act 2006 and the Charities Commission Statement of Recommended Practice (SORP) and the Academy Trust Handbook (ATH) the committee is authorised:

- To appoint the Committee Chair and Vice Chair*
- Submit the annual report and accounts including policies, signed statement on regularity, propriety and compliance, incorporating governance statement, demonstrating value for money*
- To keep all statutory policies under review and ensure continued compliance with current legislation
- To monitor the review and ratification of policies according to the EAST Policy Schedule*
- To monitor risk according to the risks delegated to the Audit & Risk committee, see Risk Register*
- To oversee the Risk Management process for the Trust
- To determine an annual plan of internal scrutiny, taking into account risk.
- To ensure internal scrutiny is undertaken and to make recommendations to the Trust Board on the effectiveness of the financial procedures and controls.
- To receive the audit plan, auditors' reports and to recommend to the Members and Trust Board action as appropriate in response to audit findings.
- To monitor the agreed action plan arising from internal scrutiny and external audit.
- To recommend to the full Trust Board and Members the appointment or reappointment of the auditors of the Trust.
- To report as required in line with scheme of delegation
- To contribute to the formulation of the MAT strategic plans.

- To monitor that the Trust complies with ESFA and HMRC requirements for submission of financial returns
- To consider applications for internal or external loans.
- To consider and approve applications to the ESFA for cash advances.
- To inform and advise the Trust Board on matters outlined for delegation to the committee in the Scheme of Delegation
- To undertake annual review of committee effectiveness and to contribute to the Trust Board annual self-review, advising on succession planning where appropriate.
- Monitor conflicts of interest and when identified, mitigate them as soon as possible.
- To review, evaluate and approve risk management and fraud related policies.

This has been organised in sub-headings with additional detail below:

Finance and Budgeting

- To approve a written scheme of delegation of financial powers that maintains robust internal control arrangements taking account of the current Schedule of Requirements in the current Academy Trust Handbook.
- To carry out any tasks delegated by the Board of Trustees in relation to finance, e.g. advising on or deciding on:
    - recommendations made by other committees
- To review, evaluate and approve appropriate risk and control elements of financial policies.

Governance, Risk Management and Finance

- Review annual accounts, financial statements and statements on internal control and governance of the Trust to ensure that they can be recommended to the Board of Trustees for approval
- Review internal and external reports and make recommendations to the Board of Trustees.
- Consider all relevant reports, including reports on the Trust's accounts, achievement of value for money and the response to any management letters.
- Review the effectiveness and integrity of systems of internal control established to ensure that the aims, objectives and key performance targets of the organisation are achieved in the most economic, effective and environmentally preferable manner.
- Review the effectiveness of systems to assess and manage risk.
- Ensure the Trust has an effective risk register in place to manage risk and said register includes contingency and business continuity planning.
- Review the operation of the Codes of Conduct for members of the Board of Trustees, Local Governing Bodies and the code of conduct for staff.
- Consider any other matters where requested to do so by the Board of Trustees.

Internal Audit

- Consider and make recommendations to the Trust on the appointment, reappointment, removal and remuneration of the internal auditors.
- Ensure independence in internal audit by establishing and maintaining appropriate reporting lines whereby internal audit report directly to the committee.
- Direct the Trust’s programme of internal scrutiny
- Ensure that risks are being addressed appropriately through internal scrutiny
- Report to the Board on the adequacy of the trust’s internal control framework, including financial and non-financial controls and management of risks
- Consider and monitor management’s responses to any major internal audit, and the timely and appropriate implementation of any recommendations.
- Ensure that risks are being addressed appropriately through internal scrutiny
- Meet with the internal auditors at least once a year to discuss their remit and any issues arising from the internal audits
- Monitor and review the effectiveness and quality of the internal audit function to ensure it provides appropriate independent assurance to the Trust and value for money.

External Audit

- Assess the effectiveness and resources of the external auditor to provide a basis for decisions by the trust's members about the auditor's reappointment or dismissal or retendering.
- Discuss with the external auditor the nature and scope of each forthcoming audit and to ensure that the external auditor has the fullest co-operation of staff.
- Review the external auditor's plan each year
- Advise Board of Trustees on the Trust's annual and long-term audit programme
- Review the annual report and accounts
- Review and monitor the auditor's findings and actions taken by the trust's managers in response to those findings
- Meet with the external auditors at least once year to discuss their remit and any issues arising from the audit.

Reporting

- The Audit and Risk Committee will regularly report via its minutes to Board of Trustees.
- The Audit and Risk Committee will produce an annual report of the committee's conclusions to advise the board of trustees and members, including recommendations on the reappointment or dismissal or retendering of the external auditor, and their remuneration.

Reviewing Terms of Reference and Cycle of Business

- The Terms of Reference and Cycle of Business will be reviewed annually by the Audit and Risk Committee and recommended to the Board of Trustees for their approval.

Disqualification – Any relevant person employed to work for the Trust other than as CEO/Academy Headteacher when the subject for consideration is the pay or performance review of any person employed to work within the Trust. The Academy Headteachers cannot be part of the review of their own pay nor that of the CEO. The CEO cannot be part of CEO pay discussions.

These terms of reference agreed by the Trust Board: 21 October 2024

Membership of the Audit & Risk Committee		
Name	**Trustee / Attendee**	**Date Appointed to the Committee**
Emma Plane	Trustee	16.10.23
Neville Howe	Trustee	16.10.23
Stella Mackenzie	Trustee	16.10.23
Stephen Shaw	Trustee	21.10.24
Chief Executive Officer (CEO)	Attendee	16.10.23
Chief Financial Officer (CFO)	Attendee	16.10.23
Chief Operating Officer (COO)	Attendee	16.10.23

Governance Professional to the Committee: Louise Turner
Quorum (minimum of 3, committee can determine higher number): 3
Date Committee Established: 16 October 2023
Date of Last Review: 21 October 2024

7. Education Committee

Authority:

The Education Committee is authorised by the Trust Board to act upon any activity within its terms of reference, and to seek any information it requires from staff and Local Governing Bodies. The Committee is delegated authority for the administration, review and ratification of policies according to the EAST Policy Schedule. The Committee can obtain independent professional advice if it considers this necessary.

This committee is authorised to and responsible for matters outlined for delegation to the committee in the Scheme of Delegation.

Terms of Reference:

The Key Functions are:

- To review and monitor student attendance, progress and curriculum provision across the Trust.
- To review, monitor and recommend amendments to the MAT Strategic Plans for subsequent approval by the Trust Board
- To support and constructively challenge the CEO, Headteachers and staff to maintain and develop an improving Trust and school wide approach to delivering the highest quality of teaching and learning
- To carry out all key functions according to the stated aims and objectives of the Trust

To fulfil the above key functions, the committee should:

- To appoint the Committee Chair and Vice Chair*
- Review Policies according to the Trust Policy Schedule operating across the Trust and to ensure that the policies are operating effectively.
- Monitor risk according to the risks delegated to Education committee, see Risk Register
- Determine times of school day and dates of school terms and holidays
- Auditing and reporting arrangements for matters of compliance relevant to the Committee
- Reporting arrangements of key priorities at Trust and School level
- Monitor regularly the standards of progress and achievement in line with Trust priorities and the priorities of individual school improvement plans
- Monitor and evaluate provision for all groups of vulnerable children (e.g. looked after children, children with SEND etc) and ensure all their needs have been identified and addressed, and to evaluate their progress and achievement
- Monitor and evaluate the impact of quality of teaching on rates of pupil progress and standards of achievement, including any underachieving groups
- Monitor the development, progress and pastoral care of all students and support the spiritual, moral, social, cultural development of students.
- To monitor and evaluate the impact of continuing professional development on improving staff performance
- Monitor and evaluate the implementation of each school's behaviour policy to ensure effective learning environments in each school.
- Encourage and monitor the development of learning networks (staff collaboration enabling the cross fertilisation of ideas between schools)
- Consider recommendations from external reviews of the Trust, agree resulting actions and evaluate regularly the implementation of plans.
- Advise relevant committees on the priorities necessary to deliver the curriculum.
- Contribute appropriately to the development of the Staffing Structure.
- Consider safeguarding and equalities implications when undertaking all committee functions.
- Engage appropriately with Trust stakeholders in order to fulfil the committee remit
- Inform and advise the Trust Board on matters outlined for delegation to the committee in the Scheme of Delegation.
- To undertake annual review of committee effectiveness and to contribute to the Trust Board annual self-review, advising on succession planning where appropriate.

- The Trust Board and its committees will monitor conflicts of interest and when identified, mitigate them as soon as possible.

Membership – drawn from the Trust Board

Disqualification – None

These terms of reference agreed by the Trust Board: 21 October 2024

Membership of the Education Committee		
Name	**Trustee / Attendee**	**Date Appointed to the Committee**
Donald Hawkley	Trustee	16.10.23
Neville Howe	Trustee	21.10.24
Stella Mackenzie	Trustee	18.03.19
Jennifer McGhee Wallace	Trustee	21.10.24
Darren Porter	Trustee	21.10.24
Stefanie Thorne	Trustee	08.01.22
Chief Executive Officer (CEO)	Attendee	13.07.20
Deputy Chief Executive Office (DCEO)	Attendee	16.10.23

Governance Professional to the Committee: Louise Turner
Quorum (minimum of 3, committee can determine higher number): 3
Date Committee Established: 18 March 2019
Date of Last Review: 21 October 2024

8. Estates & IT Committee

Authority:

The Estates & IT Committee is authorised by the Trust Board to act upon any activity within its terms of reference, and to seek any information it requires from staff and Local Governing Bodies. The Committee is delegated authority for the administration, review and ratification of policies according to the EAST Policy Schedule. The Committee can obtain independent professional advice if it considers this necessary.

This committee is authorised to and responsible for matters outlined for delegation to the committee in the Scheme of Delegation.

Terms of Reference:

The Key functions are:

- To contribute appropriately to MAT strategic plans
- To make recommendations to the Trust board in accordance with delegated powers
- To carry out all key functions according to the stated aims and objectives of the Trust
- To ensure that Schools are developed and sustained effectively using available SCA or CIF funding

To fulfil the above key functions, the committee are authorised:

- To appoint the Committee Chair and Vice Chair*
- Review Policies according to the Trust Policy Schedule operating across the Trust and to ensure that the policies are operating effectively.
- To undertake annual review of committee effectiveness and to contribute to the Trust Board annual self-review, advising on succession planning where appropriate.
- To monitor risk according to the risks delegated to the Estates and IT committee, see Risk Register
- To audit, review and report, devising arrangements for matters of compliance
- Reporting arrangements on key priorities
- Develop and approve Trust Estates' and IT Strategies with key priorities linked to best practice, security, value and effectiveness
- To oversee arrangements for managing the Trust's assets and estate, including an effective Estate Management Strategy linked to long term curriculum needs and the availability of capital investment
- To receive, consider and monitor matters relating to Health and Safety
- Review annually the Trust's Heath & Safety Policy ensuring it meets all legislative requirements in conjunction with the duly appointed Health and Safety Consultant ('Responsible Person')
- Oversee Health and Safety issues to ensure compliance with policies and procedures and report to the Trust with recommendations for action as appropriate.
- Ensuring academies maintain their buildings and facilities to a good standard with regards to the safety of users at all times and effectively discharge all of their associated legal responsibilities
- To provide guidance to the Trust Board and in turn the Local Governing Body on all matters relating to premises
- To consider the repair and maintenance needs of the Academies' buildings and grounds, and to draw up, monitor and review the short, medium and long-term programmes of planned maintenance of premises and grounds related work at the Academies ensuring all legal responsibilities are met
- To consider reports from the Academy Headteacher or the Premises/Site Managers, as appropriate, on buildings and estate related issues
- To monitor service contracts or other arrangements entered into in terms of effectiveness and value for money
- To monitor the provision of utility services and investigate the alternatives or alternative suppliers and the utilisation of energy saving practices

- To monitor the use of all vehicles, plant and office equipment, including purchase and maintenance.
- To consider and formulate a policy for approval on the use of the Academy buildings and estates by outside users for non-Academy activities, and to monitor and report on such use to the Local Governing Body.
- To monitor insurance cover for the buildings, premises, plant, equipment and vehicles
- To prepare an annual report for submission to the Board on the work of the Committee including an opinion on the effectiveness of corporate governance arrangements, internal controls and risk management systems
- To liaise with and receive reports from the Trust's committees as well as Local Governing Bodies, Headteachers or individually delegated individuals as appropriate, and to respond with recommendations about resourcing aspects of matters being considered by them.
- To consider proposals for Estate improvements and compliance
- To engage appropriately with Trust stakeholders in order to fulfil the committee's remit
- To inform and advise the Trust Board on matters outlined for delegation to the committee in the Scheme of Delegation
- To review the three-year condition survey and lifecycle plans
- To review and approve the Schools Condition Allowance allocation prior to the start of the new financial year
- To consider GDPR reports in monitoring compliance with relevant data protection law and guidance.
- The Trust Board and its committees will monitor conflicts of interest and when identified, mitigate them as soon as possible.

Membership drawn from the Trust Board

Disqualification – None

These terms of reference agreed by the Trust Board: 21 October 2024

Membership of the Estate & IT Committee		
Name	**Trustee / Attendee**	**Date Appointed to the Committee**
Stephen Clarke	Trustee	21.10.24
Anthony Cooper	Trustee	16.10.23
Nicholas Wellington	Trustee	16.10.23
Stella Mackenzie	Trustee	16.10.23
Stephen Shaw	Trustee	16.10.23
Chief Executive Officer (CEO)	Attendee	16.10.23
Chief Operating Officer (COO)	Attendee	16.10.23

Governance Professional to the Committee: Louise Turner
Quorum (minimum of 3, committee can determine higher number): 3
Date Committee Established: 16 October 2023
Date of Last Review: 21 October 2024

9. Finance & HR Committee

Authority:

The Finance and Human Resources (HR) Committee is authorised by the Trust Board to act upon any activity within its terms of reference, and to seek any information it requires from staff and Local Governing Bodies. The Committee is delegated authority for the administration, review and ratification of policies according to the EAST Policy Schedule. The Committee can obtain independent professional advice if it considers this necessary.

This committee is authorised to and responsible for matters outlined for delegation to the committee in the Scheme of Delegation.

Terms of Reference:

The Key functions are:

- To maintain robust oversight of financial and non-financial controls and risks at each academy.
- To ensure finance and funding information submitted to the DfE and ESFA by the trust and individual academies is accurate and compliant.
- To consider all EAST staffing matters, including change and succession planning and all employment processes
- To contribute appropriately to MAT strategic plans
- To make recommendations to the Trust board in accordance with delegated powers
- To monitor planned changes to staffing structures to meet the needs of the EAST
- To carry out all key functions according to the stated aims and objectives of the Trust

General

- To appoint the Committee Chair and Vice Chair*
- To engage appropriately with Trust stakeholders in order to fulfil the committee's remit
- To inform and advise the Trust Board on matters outlined for delegation to the committee in the Scheme of Delegation
- To undertake annual review of committee effectiveness and to contribute to the Trust Board annual self-review, advising on succession planning where appropriate.
- The Trust Board and its committees will monitor conflicts of interest and when identified, mitigate them as soon as possible.
- Review Policies according to the Trust Policy Schedule operating across the Trust and to ensure that the policies are operating effectively.
- To monitor risk according to those delegated to the Finance & HR Committee, see Risk Register
- To audit and report on matters of compliance
- To report the Trust's key priorities at school and trust level

Finance

To fulfil the above key functions, the committee are authorised:

- Agree PAN annually
- To establish Schools' scheme of financial delegation: establish and review
- Develop, approve and review Trust-wide procurement strategies
- To oversee budget setting to support delivery of school and Trust's key priorities
- To monitor the budget and ensure robust systems are in place in line with ATH guidelines and best practice
- To consider the Multi Academy Trust's (MAT) indicative funding, notified annually by the ESFA (Education and Skills Funding Agency) and to assess its implications for the Trust, in consultation

with the CEO and Headteacher's, in advance of the financial year, drawing any matters of significance or concern to the attention of the Trust Board.

- To consider and recommend acceptance/non-acceptance of the MAT's budget, at the start of each financial year.
- To contribute to the formulation of the MAT strategic plans, through the consideration of financial priorities and proposals, in consultation with the CEO, Headteachers and the other committees, with the stated and agreed aims and objectives of the Trust.
- To advise on plans for the annual "top slice" in line with MAT strategic plans and make recommendations to the Trust Board.
- To receive and make recommendations on the broad budget headings and areas of expenditure to be adopted each year, including the level and use of any contingency fund or balances, ensuring the compatibility of all such proposals with the development priorities set out in the strategic plans.
- To liaise with and receive reports from the Education committee and Human Resources committee as well as Local Governing Bodies, Headteachers or individually delegated individuals as appropriate, and to respond with recommendations about resourcing aspects of matters being considered by them.
- To monitor and review expenditure on a regular basis and ensure compliance with the overall financial plan for the Trust, and with the financial regulations of the ESFA and the Academies Handbook drawing any matters of concern to the attention of the Trust Board and Audit and Risk Committee.
- To monitor financial performance against Key Performance Indicators.
- To monitor and review procedures for ensuring the effective implementation and operation of financial procedures, on a regular basis, including the implementation of bank account arrangements and, where appropriate to make recommendations for improvement.
- To prepare the financial statement to form part of the annual report of the Trust Board to parents and for filing in accordance with Companies Act, Charity Commission requirements and requirements of ATH.
- To consider and agree to write off bad debts in line with the Finance Policy and procedures
- To consider and agree disposal of equipment in line with the Finance Policy and procedures
- To consider and agree to unplanned expenditure in line with the Finance Policy and procedures
- To monitor risk according to those delegated to the Finance & HR Committee, see Risk Register
- To monitor that the Trust complies with ESFA and HMRC requirements for submission of financial returns
- To consider applications for internal or external loans.
- To consider and approve applications to the ESFA for cash advances.
- To receive and make recommendations based on financial benchmarking reports.
- To carry out any tasks delegated by the Board of Trustees in relation to finance, e.g. advising on or deciding on:
    - Service Level Agreements.
    - Considering and approving recommendations involving finance made by other committees.
    - Financial implications of deciding on adopting and policy under consideration with significant budget implications.

HR

To fulfil the above key functions, the committee are authorised:

- To appoint, suspend and / or dismiss a school Headteacher as determined by the CEO and LGB
- To ensure that the schools within the Trust are staffed sufficiently for the fulfilment of the schools' improvement plan and the effective operation of the school.
- To agree and keep under review the Trust's staffing structure in consultation with the CEO.
- To undertake the Performance Management of the CEO and ratify pay award
- To confirm Performance Management outcomes for Headteachers and confirm pay award
- To confirm school Performance Management arrangements and assure pay awards process
- To ensure that staffing procedures (including recruitment procedures) follow equalities legislation and comply with all statutory regulations

- To keep under review staff work/life balance, working conditions and well-being, including the monitoring of absence across the Trust.
- To annually review procedures for dealing with staff discipline and grievances and make recommendations to the Trust board for approval.
- To monitor approved procedures for staff discipline and grievance and ensure that staff are kept informed of these.
- To recommend to the Trust board staff selection procedures, ensuring that they conform with safer recruitment practice, and to review these procedures as necessary.
- In consultation with Headteachers, to oversee any process leading to staff reductions.
- To engage appropriately with Trust stakeholders in order to fulfil the committee remit.
- The Trust Board and its committees will monitor conflicts of interest and when identified, mitigate them as soon as possible.

Membership drawn from the Trust Board

Disqualification – None

These terms of reference agreed by the Trust Board: 21 October 2024

Membership of the Finance & HR Committee		
Name	**Trustee / Attendee**	**Date Appointed to the Committee**
Stella Mackenzie	Trustee	21.10.24
Emma Plane	Trustee	16.10.23
Stephen Shaw	Trustee	16.10.23
Paul Simpson	Trustee	16.10.23
Nicholas Wellington	Trustee	16.10.23
Chief Executive Officer (CEO)	Attendee	16.10.23
Chief Financial Officer (CFO)	Attendee	16.10.23
Deputy Chief Executive Officer (DCEO)	Attendee	16.10.23

Governance Professional to the Committee: Louise Turner
Quorum (minimum of 3, committee can determine higher number): 3
Date Committee Established: 16 October 2023
Date of Last Review: 21 October 2024

10. Link Academy Trustees

Any individual to whom responsibility has been delegated is expected to work within the following terms of reference.

Terms of reference:

- To liaise with the appropriate member(s) of personnel across the Trust
- To visit where necessary with the purpose of gathering information concerning their area of responsibility and to increase their knowledge of the Trust and Schools within the Trust
- To regularly report to the Trust Board, or Committees, whichever the Trust Board deems most appropriate, on developments and progress within their area of responsibility
- To raise the profile of their area of responsibility when related matters are considered by the Trust Board
- To attend training as appropriate
- Any items which individual Trust Boards may wish to include

Area of Responsibility	Name of Board Level Individual	Liaising with	Reporting to	Date Delegation Agreed
SEND	Jennifer McGhee-Wallace	Academy SEND Lead and teams	Trust Board	21 October 2024
Safeguarding (to include Prevent)	Donald Hawkley	Academy Safeguarding Lead and teams	Trust Board	18 November 2024
Careers	Darren Porter		Trust Board	18 November 2024

Date of Last Review: 21 October 2024

Careers Trustee ratified: 18 November 2024

Safeguarding Trustee ratified: 18 November 2024

SEND Trustee ratified: 21 October 2024

Summary of changes

Document control		
Date	**Section(s)**	**Update(s)**
17 Oct 22	Throughout	New Trustees added, Trust Board and Committee Chairs and Vice Chairs updated, and Governance Professional updated.
12 Dec 22	HR Committee	Phil Lee formally appointed as a member of the HR Committee
1 Feb 23	Throughout	Resigned Trustees removed
July 23	Throughout	Updated to reflect new committee structure
July 23	Estates & IT Committee	'To ensure that Schools are developed and sustained effectively using available SCA or CIF funding', added to Key Functions
July 23	Estates & IT Committee	The following points were added to the authorised section: • To review the three-year condition survey and lifecycle plans • To review and approve the Schools Condition Allowance allocation prior to the start of the new financial year
15 Sept 23	Membership of Committees	Trustee membership updated in preparation for 23-24
21 Oct 24	Estates & IT Committee	'To consider GDPR reports in monitoring compliance with relevant data protection law and guidance' added to authorised section.
21 Oct 24	Throughout	Removal of any reference to 'LABs'
21 Oct 24	Membership of Trust Board and Committees	Resigned trustees removed (Louise Franks & Phil Lee) and membership updated to reflect new trustees appointed 2024-25
18 Nov 24	Link Trustees	Safeguarding & Careers Link Trustees Added