



NEWHAM COMMUNITY
SCHOOLS TRUST

NCST - SoD - ToR - Resources Committee

Last updated: February 2022

Applies to: NCST

1. Terms of Reference - Resources Committee [includes staffing, premises, health and safety, finance, audit and risk management]

The Trustees have the power to establish any committee to assist in the conduct of the business of the Trust. If a committee is to have decision making authority, the committee board must comprise a majority of Trustees, enabling a quorate decision to be made. Where committees consist of four trustees, and three are present at a meeting, this will enable quorate decision making.

Details of the committees established by the Trust are noted in the Trust's Structure Diagram which forms part of this Scheme of Delegation suite of documents.

Where relevant, the functions listed in 1.4 and 1.5 below may be delegated to any committee or committees dealing with matters of finance, audit and risk.

1.1. Staffing

- To receive, agree upon and endorse the respective pay policy proposed by the Local Governing Bodies and recommend the same to the Trust Board.
- To receive recommendations from the Local Governing Bodies in respect of the annual pay for the Head Teacher and those members of staff on the Leadership Scale.
- To make recommendations to the Local Governing Bodies about the staffing establishment of the school and the respective cost in relation to the level of funding received.
- To ensure the Local Governing Bodies fulfils its responsibilities to employees under the Equalities Act 2010.
- To review and recommend to the Trust Board personnel procedures such as recruitment, redundancy, appraisal, discipline, grievance, capability, sickness, probation and pay policies.
- To review employment practices of the Trust, recommending to the Trust Board adoption of new practices where appropriate.
- To ensure that the employment and personnel functions of the Trust remain in line with legal requirements and the conduct of a good employer.
- To ensure there are suitable and effective appeals procedures for HR matters.
- To work with the Chief Executive Officer in engaging with the trade unions and maintaining good industrial relations.
- To draft and keep under a review a policy statement on staff consultation for approval by the Trust Board and to undertake any formal consultations on personnel matters.
- To support the Local Governing Bodies in reviewing the staffing structure and pay incentives of the Schools from time to time, with particular emphasis on the Supported Schools, working with the Chief Executive Officer and the Headteachers and the appropriate management teams, ensuring that the Trust structure maintains high performing schools.

1.2. Premises

- To receive any proposal from the Local Governing Bodies in respect of any significant alteration to the premises or expansion of the premises where the cost of such works exceeds the local delegated authority.
- To receive reports from the Local Governing Bodies in respect of the progress of new building works and the application of the budget to fulfil such works.

1.3. Health and Safety

- To review and establish the Trust Health and Safety policy statement in order to safeguard the health and wellbeing of students, employees, contractors and visitors to the school.
- To monitor and support the work of the Local Governing Bodies in fulfilling their compliance of Health & Safety activities in each school.

1.4. Finance

- To ensure that the Trust Board is kept informed of all major financial issues concerning the Trust and its Schools, the overall Trust budget and those of the individual Schools, the management of funds against the budget, the benchmarking of financial performance and the heads of expenditure, the way funds are utilised (including value for money) and the way monies are secured.
- To receive proposals from the Local Governing Bodies for budget recommendations, and to recommend the annual budget for the Trust and the Schools to the Trust Board for approval and onward submission to the ESFA in accordance with their published timetable.
- To receive reports from the Headteachers regarding the Trust's/Schools' finances. This will include reports on the monitoring of income against expenditure and proposals to revise forecasts for the year. The committee will work with the Trust and the Headteachers to make any recommendations to the Trust Board.
- To receive proposals from the Local Governing Bodies in respect of their current year forecast outturn and to recommend the Trust forecast outturn to the Board for approval and onward submission to the ESFA in accordance with their published timetable.
- To monitor the production, timeliness and accuracy of key management accounts in accordance with the Academy Trust Handbook and financial statements in response to both statutory and local requirements.
- To support (recommending and advising) the Trust Board in developing and then implementing a reserves policy and to consider the impact of strain in individual School budgets.
- To support (recommending and advising) the Trust Board in developing and then implementing the Financial Regulations Manual and associated procurement policy.
- To review tenders for major contracts as specified in the Financial Regulations Manual. To approve or reject tender proposals or, where required, make recommendations to the Trust Board.

- To recommend any changes in the Financial Regulations Manual, where significant, to the Trust Board. To review the operations of the Trust and the Schools in relation to the procedures shown in the Financial Regulations Manual. To work with the Headteachers to resolve breaches and to improve procedures as appropriate.
- To monitor key financial and accounting systems and reviewing any audits of these or the general finances of the Trust and make recommendations to the Trust Board and/or the Local Governing Bodies as appropriate.
- To identify and publish within the Annual Report and Financial Statements improvements in value for money which have been achieved in the academic year.

1.5. Audit and Risk

- Advise and report to the Trustees in relation any organisational risks which might impede the development and implementation of a long term strategy for the success of the Trust. The Trustees shall consider any such advice as given by the Audit Committee.
- Support the Trustees in developing an organisational structure which reflects the Trust's values and enables the management systems, structures and processes to work effectively in line with legal requirements and to ensure sound financial management.
- Support the Trustees in the formulation of financial and risk management policies for the Trust and the Schools for achieving the aims and objectives set out in the Trust's Development Plan or long term strategic vision.
- Advise the Trustees on the adequacy and effectiveness of the Trust's systems of internal control and its arrangements for risk management, control and governance processes and securing economy, efficiency and effectiveness (value for money).
- Regularly review the statement on internal control and make appropriate recommendations to the Trustees and when appropriate communicate messages and advice to the Local Governing Body, liaising as necessary with any responsible officer appointed by the Local Governing Body to be responsible for financial oversight and risk management of the School's activities.
- Support (and challenge when necessary) the Trustees and in particular the Chief Executive Officer (being the Trust's "accounting officer") to ensure he or she satisfies his or her duty as accounting officer to:
 - Ensuring value for money;
 - Ensuring regularity and propriety;
 - Ensuring prudent and economical administration;
 - Avoiding waste and extravagance;
 - Ensuring the efficient and effective use of resources; and
 - Keeping proper accounts.
- Establish and implement a system of financial and risk reporting by the Schools to the Trustees and to oversee that reporting to ensure that such a system complies with the Trust's legal obligations.
- Review any financial and risk report submitted by the Schools and advise the Trustees on any issues arising from it as well as making recommendations for future reports to sustain the integrity of the financial and risk management systems.

- Advise on the formulation and implementation of a policy for the approval and signing of contracts, ensuring all contracts to be entered into by the School are appropriate, have been authorised (or are within delegated authority) and do not expose the School to undue risk.
- Advise the Trustees on the appointment, reappointment, dismissal and remuneration of auditors (both external auditors and internal audit).
- Monitor the effectiveness of auditors, including the use of auditor performance indicators.
- Ensure effective coordination between auditors ensuring that a consistent method of audit is adopted across all Schools.
- Ensure that additional services undertaken by auditors are compatible with the audit independence and objectivity.
- Agree the work programme of internal audit including the checking of financial controls, systems, transactions and risks.
- Consider the reports of the auditors and, when appropriate, advise the Trustees and the Schools of material control issues.
- Monitor, within an agreed timetable, the implementation of agreed audit recommendations.
- Advise on policies for the securing of the funds and assets of the Trust including by the prevention of loss through fraud and irregularity.
- Ensure that all allegations of fraud and irregularity are appropriately investigated and control weaknesses addressed, working with the Trustees and the Headteachers of the Schools, as appropriate.
- Recommend the annual financial statement

The Committee recognises that at the date of the publication of this updated Terms of Reference, all audit and risk (including internal scrutiny programme) will be within its remit. The Committee recognises that as the Trust continues to develop, it may, in consultation with the Trust Board, consider the establishment of a separate Audit and Risk Committee in future. The Terms of Reference of any such committee will in turn become part of the Trust's Scheme of Delegation.