

## **Endeavour MAT Finance & Resources Committee**

### **Terms of Reference**

It has been agreed that the Endeavour MAT (EMAT) Finance & Resources Committee will consist of Trustees including the Executive Head Teacher (EHT) and Director of Finance & Resources (DoFR).

#### **Power of the Finance & Resources Chair**

The Finance & Resources Chair has the authority, in liaison with the DoFR and EHT, to make an Executive decision regarding a financial matter, when a delay would be detrimental to the smooth running of the Trust. Any such decisions/actions taken in this way must always be reported at the next Trust Board meeting.

The Chair will ensure that the Committee:

- meets at least three times a year
- prepares and recommends, ensuring the solvency of the Trust and safeguarding its assets, a five year medium term financial plan and budget for submission to the ESFA
- receives regular reports from the DoFR and make decisions on the need for any significant unplanned expenditure
- considers and recommends to the Board the annual financial report, returns and accounts
- ensures compliance with company/charity law and arrangements with the DfE/ ESFA
- ensures appropriate insurances are in place
- considers/ approves any litigation or arbitration proceedings
- informs the appropriate government agency if it suspects any irregularity affecting resources, and approve any write-offs/ other requirements of the ESFA/ DfE
- considers/ approves any operating lease, licence, tenancy or similar arrangement for any of the schools within the MAT
- takes responsibility for any disposals or acquisitions of land to be used by any school in the MAT
- establishes and recommends to the Board a medium and long term estates management plan
- agrees any transfer of funds between schools as needed

In accordance with the EMAT Scheme of Delegation the committee will support and advise the Board on the following, undertaking the detailed consideration at committee level:

#### **Finance**

1. Consideration of the MAT's funding, notified annually by the Education and Skills Funding Agency (ESFA) and assess implications for the academy in advance of the financial year, drawing any matters of significance or concern to the attention of the local governing bodies.
2. Determination of the level of any contingency fund or balances to be held by the Trust and its academies, ensuring the compatibility of all such proposals with the development priorities set out in the Trust's Strategic Plan.
3. Scrutiny of the annual budgets and forecasts ensuring that they are:

- in accordance with the funding agreement, the Trust's memorandum and articles of association and ESFA financial handbook
  - consistent with the Trust's Strategic Plan.
4. Consideration and monitoring of the MAT's short term and long term revenue and capital budget and financial planning to ensure the MAT's long term sustainability.
  5. Monitoring and review of income and expenditure against budgets on a regular basis and ensure compliance with the overall financial plan for each academy, and with the Trust's financial regulations, drawing any matters of concern to the attention of the Trust Board.
  6. Contribute to the formulation of the Trust's Strategic Plan, through the consideration of financial priorities and proposals.
  7. Review and approve virements and other transactions in accordance with the Trust's Financial Regulations and Scheme of Delegated Financial Limits.
  8. Oversee tendering (where required) and the signing of contracts in accordance with the Trust's Financial Regulations and Scheme of Delegated Financial Limits.
  9. Be responsible for advising on the amendment of Trust and academy staffing establishments in accordance with the Trust's Financial Regulations and Scheme of Delegated Financial Limits.
  10. Advise the Trust Board on the review and update all financial policies in accordance with the policy review schedule. These will include:
    - the Trust's scheme of delegation and scheme of delegated financial limits
    - fees and charges for school services, including but not limited to school meals, music tuition and the hire of school premises and facilities
    - individual academy financial contributions (top slice) to the management and governance costs of the Trust
    - cross charging and transfer arrangements between academies
    - service charges to the academies and other parts of the Trust for centralised or shared functions
    - lettings
    - gifts and hospitality
  11. Recommend to the Trust Board the Trustees' report and financial statements to form part of the annual report and financial statements of the Trust for filing in accordance with Companies Act and the ESFA requirements
  12. Explore and agree income generation for the schools in the Trust, including lettings income, grants, fund raising and sponsorship opportunities and support the work of local PTAs/Parents Associations/Friends in their fundraising activities
  13. Preparation of a disaster recovery/business continuity plan for the Trust and ensuring local plans exist in each academy in the Trust

## **Audit and Risk management**

1. Recommends the appointment, re-appoint or remove the external auditors
2. Reviews and considers the auditor's management letter in order to ensure it is based on a good understanding of the schools' business and to establish whether any recommendations have been acted upon
3. Reviews the findings of the external auditors and approve an action plan arising from it
4. Ensures that the audited accounts are filed with Companies House and the ESFA
5. Ensures that suitable accounting records are maintained and to provide publicly accessible accounts in line with the Statement of Recommended Practice (SORP) for Charities
6. Identifies the risks to internal financial control across the Trust and agree a programme of work that will address these risks, inform the statement of internal control and, so far as is possible, provide assurance to the external auditors
7. Ensures there is a continuous and sufficient review of the risks. It must agree a programme of work that will address the risks identified

8. Drives the process for independent checking of financial controls, systems, transactions and contracts. It should ensure that arrangements for protecting the Trust's assets are in place and recommend the appointment, re-appointment or removal of an Internal Control Monitoring function
9. Ensures regular audits cover the following areas: legal, risk, financial (including statutory annual audits, VAT, PAYE), health and safety, investments and insurance, and to contribute to these reviews
10. Monitors Internal Control Monitoring reviews and investigate any financial or administrative matter which may put the Trust at risk
11. Considers the appropriateness of executive action following Internal Control Monitoring reviews and advise senior management on any additional or alternative steps to be taken
12. Encourages a culture within the Trust whereby each individual feels that he or she has a part to play in guarding the probity of the Trust, and is able to take any concerns or worries to an appropriate member of the management team or in exceptional circumstances directly to a Trustee

## **Human Resources**

1. Makes recommendations to the Trust Board on changes to staffing structures outside the Trust's set budget, including approval of any restructuring
2. Makes recommendations to the Trust Board regarding the Pay Policy for the Trust
3. Makes recommendation to the Trust Board to determine the application of inflationary increases as required
4. Oversees the work of the Staff Disciplinary/Dismissal Committee and the Staff Appeals Committee (including pay appeals)
5. Oversees the recruitment, induction, training, CPD, wellbeing and other HR processes for all staff within the Trust at a strategic level.
6. Makes recommendations to the Trust Board on HR policies for the Trust

## **Premises**

1. Makes recommendations for the future premises provision and develop an Estate Strategy
2. Ensures the development and maintenance of asset management plans to ensure the development, maintenance and replacement of all physical assets, equipment and facilities of all schools in the Trust, including premises, equipment, land and depreciating assets are in line with School Improvement Plans
3. Oversees the appointment of architects, builders, grounds maintenance teams, surveyors etc.
4. Ensures support is provided for local site teams on larger capital projects

## **ICT**

1. Ensures compatibility and integration of computer systems across all schools in the Trust to facilitate maximum efficiency and cohesiveness
2. Develops an ICT strategy for the Trust that maximises the use of technology in both administrative and academic settings
3. Ensures ICT support is provided to all schools within the Trust to deliver core corporate services