

1. Membership

1.1 The membership of the Audit, Risk and Resources Committee will be a minimum of three Trustees, plus the CEO. The CEO will automatically be a member, however no members of staff, including the CEO, will have any voting privileges on matters relating to Audit functions.

2. Quorum

2.1 The quorum will be 3 members, one of whom must be the Committee Chair or Vice Chair.

3. Chair

3.1 The Chair will be appointed by the Trust Board annually.

3.2 The Vice Chair will be elected by the Audit, Risk and Resources Committee annually and lead the meeting in the absence of the Chair.

4. Clerk

4.1 The Trust Board Clerk will clerk all meetings of the Audit, Risk and Resources Committee. In the absence of the clerk the committee shall choose a clerk for that meeting from among their number (someone who is not the CEO).

5. Meetings

5.1 The Audit, Risk and Resources Committee will meet as often as is necessary to fulfil its responsibilities but at least once per academic term.

5.2 The Chair leads on and sets agenda items.

5.3 When decisions requiring a vote are raised, each member of the Audit, Risk and Resources Committee will have one equal vote. Where there is an equal division of votes, the casting vote resides with the Chair. Attendance / voting cannot be by proxy.

5.4 Any member of the Audit, Risk and Resources Committee may request that the Chair invites additional guests to attend or contribute to a meeting (but this person will not have any voting privileges).

5.5 Resignations (actual or planned) should be announced at meetings. Any resignation does not become formal until approved and recorded in the meeting minutes.

5.6 The Clerk will make a record of all proceedings at each meeting. Minutes will be circulated to members within 10 school days of the meeting (or as agreed) and presented with the agenda for the next Audit, Risk and Resources Committee meeting.

5.7. Meetings considering Pay matters should not be clerked by a member of the Audit, Risk and Resources Committee or the CEO.

5.8. The reasons for all pay decisions will be recorded in the minutes clearly but will remain confidential to the Audit, Risk and Resources Committee, the employee, and their advisors. Similarly, where an appeal is lodged, the decision and minutes relating to the appeal will remain confidential to the appeals panel, the employee, and their advisors.

6. Terms of Reference

6.1 Reviewed annually by the Trust Board.

7. Roles and responsibilities of the Audit, Risk and Resources Committee

7.1 The Audit, Risk and Resources Committee will be concerned with financial compliance of the Trust and the academies within it, the use of premises, grounds and extended Trust and academy facilities, including Health and safety.

7.2 To report financial monitoring to each meeting of the Trust Board and to alert them of potential problems or significant anomalies at an early date.

7.3 To consider safeguarding and equalities implications when undertaking all committee functions.

7.4 To complete an annual Audit, Risk and Resources Committee self-review.

7.5 To review and approve policies as delegated by the Trust Board.

7.6 To act on matters delegated by the Trust Board.

7.7. To consider safeguarding and equalities implications when undertaking all committee functions.

7.8. To contribute to the Strategic Plan.

7.9. To maintain expenditure within the limits set by the Trust Budget Plan in relation to any matters delegated to the Committee.

8. Financial policy and planning

8.1 To determine, review and monitor all additional financial policies, including a charging and remissions policy and reserves policy.

8.2 To establish and maintain a three-year financial plan, taking into the account priorities of the Strategic Plan and monitor the Trust's threeyear plan, roll projection and signals from central government and (if applicable) the LA regarding future years' budgets, within the constraints of available information.

8.3 To draft and propose to the Trust Board for ratification an annual Trust budget considering the priorities of the Strategic Plan and maintain oversight of it.

8.4 To receive recommended local budget plans for approval.

8.5 To make decisions in respect of service level agreements.

- 8.6 To ensure the Trust adheres to the policies and procedures as specified by the EFSA Handbook for Academies and the funding agreements in place.
- 8.7 To ensure the Register of Business Interests is kept up to date.
- 8.8 To determine the Trust's financial priorities through the Strategic Plan and Asset Management Plan.
- 8.9 To receive monthly management reports, to facilitate the monitoring of the Trust's actual financial performance compared with budgeted priorities and cash flow, and to take remedial action, as necessary. Such action will be reported to the Trust Board.
- 8.10 To review and monitor budget projections / medium term financial plans to ensure the Trust's budget is realistic and any financial decisions are sustainable, both centrally and at academy level.
- 8.11 To review annually, and approve when required, the Trust's Financial Regulations and Financial Scheme of Delegation, including determination of authorised expenditure and level of virement across the Trust.
- 8.12 To monitor all spending and income received in the Trust.
- 8.13 To ensure that funding received is used only in accordance with any conditions attached.
- 8.14 To ensure the Trust has appropriate internal financial controls in place and ensure they are subject to regular testing and management checks to protect against fraudulent or improper use of public money and assets.
- 8.15 To receive and comment on the content of any audit reports, internal and external and to monitor the implementation of the agreed action plan.
- 8.16 To annually review all on going contracts (Including Local Authority Contracts).
- 8.17 To monitor and make decisions regarding swimming pool related capital expenditure, referring any items above the delegated authorities to Trust Board.
- 8.18 To monitor all contracts and health and safety items linked to the swimming pool referring any items above the delegated authorities to Trust Board.
- 8.19 To monitor and make decisions regarding catering related capital expenditure, referring any items above the delegated authorities to Trust Board.
- 8.20 To set and review annually the Trust Business Continuity Plans and Critical Incident Plan.
- 8.21 To review the banking and various leasing agreement schemes and options available to the Trust.
- 8.22 To award contracts by tender up to a specified limit, referring any items above the delegated authorities to Trust Board.
- 8.23 To compare the Trust's, and academies within the Trust's financial performance with that of similar Trusts and to examine reasons for differences and act where necessary (Benchmarking).

8.24 To agree and determine appropriate charges for lettings of the premises, in line with the Trust Letting Policy.

8.25 To make decisions on expenditure within the Committee's delegated powers.

8.26 To authorise budget virements within the Committee's delegated powers, and to advise the Trust Board on the appropriateness, or otherwise, of virements to be made outside of the Committee's delegated powers.

8.27 To monitor the Trust's progress in implementing changes as required by changing Data Protection laws and regulations (escalating any matters to Trust Board as required).

9. Premises

9.1 To establish and keep under review a Building Development Plan.

9.2 To establish and keep under review an Accessibility Plan.

9.3 To determine, review and monitor a Health and Safety policy, and ensure that the Trust and academies within fulfil their obligations under all Health and Safety legislation and ensure that regular inspections are carried out, with any recommendations implemented.

9.4 To monitor and evaluate the implementation and effectiveness of premises' plans, such as the Accommodation Strategy, the Condition Survey, and the ICT Strategy.

9.5 To monitor and review all aspects of maintenance and improvement or repair to the buildings, grounds, and plant.

9.6 To advise the Trust Board on priorities, including Health and Safety, for the maintenance and development of the Trust's premises.

9.7 To appoint architects, builders, ground maintenance teams, surveyors etc according to Trust policy and procedures and monitor all aspects of their work.

9.8 To arrange professional surveys and emergency work as necessary:

- The CEO is authorised to commit expenditure without the prior approval of the committee in any emergency where delay would result in further damage or present a risk to the health and safety of pupils or staff. In this event the CEO would normally be expected to consult with the committee chair at the earliest opportunity.

9.9 To oversee, in consultation with the CEO, premises-related funding bids for capital developments.

9.10 To ensure that the character of the Trust building, and Academy buildings are retained.

9.11 To recommend to the Trust Board the creation of a project working group/committee where necessary to oversee any major developments.

9.12 To ensure that the Trust Board's responsibilities regarding litter, refuse and dog excrement are discharged according to Section 89 of the Environmental Protection Act 1990, so far as is practicable.

9.13 To keep under review the security of the Trust and academies within and to draw up remedial plans, as necessary.

9.14 To oversee all aspects of the contracts required for grounds maintenance and Trust and Academy cleaning, recommending options available and overseeing satisfactory fulfilment of the terms of contract.

9.15 To determine priorities for small works not already delegated to the Academy site teams and to initiate work within the appropriate budget category and limit. To make recommendations to the Trust Board for more significant works and to monitor, control and report progress of all works.

9.16 To oversee and periodically review the work of the Trust's Facilities and ICT teams.

9.17 To consider and make recommendations to the Trust Board on any proposals for the acquisition or disposal of buildings and sites.

10. Audit

10.1 To be responsible for monitoring the adequacy and effectiveness

of the Trust's systems of internal control (including review of the statement of internal control) and its arrangements for risk management, control, and governance processes and for securing economy, efficiency, and effectiveness (value for money).

10.2 To advise the Trust Board on the appointment, re-appointment, dismissal and remuneration of the financial statements' auditor and the internal audit service.

10.3 To advise the Trust Board on the scope and objectives of the work of the internal audit service and the financial statements' auditor.

10.4 To ensure effective co-ordination between the internal audit service and the financial statements' auditor.

10.5 To consider and advise the Trust Board on the audit strategy and annual internal audit plans for the internal audit service.

10.6 To advise the Trust Board on internal audit assignment reports and annual reports and on control issues included in the management letters of the financial statements' auditor, and management's responses to these.

10.7 To monitor, within an agreed timescale, the implementation of agreed recommendations relating to internal audit assignment reports, internal audit annual reports and the financial statements auditor's management letter.

10.8 To consider and advise the Trust Board on relevant reports by the National Audit Office, the Education Funding Agency (including those from the local provider financial assurance teams) and other funding bodies and, where appropriate, management's response to these.

10.9 To establish, in conjunction with Trust management, relevant annual performance measures and indicators and monitoring the effectiveness of the internal audit service and financial statements' auditor through these measures and indicators and deciding, based on this review, whether a competition for price and quality of the audit service is appropriate.

10.10 To monitor the Trust's risk management plan and advise the Trust Board on its adequacy and effectiveness.

10.11 To produce an annual report for the Trust Board and accounting officer which should include the Committee's advice on the effectiveness of the Trust's risk management, control and governance processes and any significant matters arising from the work of the internal audit service and the financial statements' auditor.

10.12 To monitor and advise the Trust Board on any alleged fraud and irregularity in the Trust's financial and other control systems and ensuring that all allegations of fraud and irregularity are properly followed up.

10.13 To be informed of all additional services undertaken by the internal audit service and the financial statements' auditors.

10.14 To recommend the annual financial statements to the Trust Board for approval.

10.15 To monitor the effectiveness of the Trust's whistleblowing procedures meeting privately with the Internal and External Auditors, and separately with the CFO at least once a year.

11. Personnel Matters

11.1. To ensure that the staffing structure within each Academy is commensurate with the needs of the Academy based on pupil numbers.

11.2. To ensure that the central MAT staffing structure is commensurate with the needs of the Trust and the number of academies within it.

11.3. To approve procedure for recruitment and appointment of staff.

11.4. To oversee the process leading to staff reductions, including any redundancies.

11.5. To follow established procedures when advertising, selecting, and appointing new members of staff i.e. CEO, Headteachers and Central Staff.

11.6. To keep under review staff work/life balance, working conditions and well-being, including the monitoring of absence based on information provided from the academies.

11.7. To draft and recommend for adoption, the procedures for dealing with staff discipline and grievances.

11.8. To establish and review a Performance Management/Appraisal policy for all staff.

11.9. To establish and review all HR related Trust Policy.

12. Pay Matters

12.1. To establish a Pay Policy for all categories of staff.

12.2. To determine, monitor and review the Trust staffing structure (Central and in each Academy) setting out the number and pay ranges for all posts within in a formal document.

12.3. To agree, determine, monitor, and review staff salaries and allowances in accordance with the Trust Pay Policy, including annual pay progress for Teachers and applications to be

paid on the Upper Pay Range on recommendation of the Headteacher and including the CEO and Central Staff.

12.4. To ensure pay and allowances decisions made by the Audit, Risk and Resources Committee are communicated to each member of staff in writing in accordance with the STPCD (where relevant).

12.5. To monitor the annual pattern of performance pay progression at each level and the correlation between pay progression, quality of teaching and outcomes for pupils.

12.6. To consider the provisions of the Equality Act 2010 in relation to equal pay issues as advised in the 'Implementing your school's approach to pay' DfE advice note.

12.7. To determine and review a Pay Appeals Committee, terms of reference and a Pay Appeal Procedure