Terms of Reference

Resources Committee

1. Constitution

The Board of Trustees of the Halliard Trust (the Board) has established a Resources (formerly known as Finance) Committee to monitor matters relating to the Trust's financial performance and to include HR (Human Resources) Staffing and IT (Information Technology).

The Resources Committee is responsible to the Board.

The Committee's Terms of Reference are reviewed and adopted by the Board annually and can only be amended with the approval of the Board.

2. Membership of the Committee

The Committee will consist of a minimum of three Trustees who will be appointed by the Board.

The members of the Committee shall hold office from the date of their appointment until resignation or omission from membership on subsequent consideration by the Board. The Board will review Committee membership on an annual basis at the start of each academic year.

The Committee will appoint a Chair[1] and Vice Chair annually.

The Clerk will attend all meetings.

The Chief Executive Officer (and/or the Deputy CEO), the CFO and CIO will attend all meetings.

Attendance of the trust CFO and any other members of the central team, staff or external professionals will be invited to attend relevant meetings as required based on the agenda items under discussion at specific meetings.

Agendas should be arranged to allow all trust staff attending to exit the meeting after their item is completed at the discretion of the Chair of the meeting.

3. Organisation and meetings

The Committee will meet as often as is necessary to fulfil its responsibilities and at least three times a year.

[1] The finance committee chair should not also chair the audit and risk committee. The chair of trustees should not be chair of the audit and risk committee. (Academy Trust Handbook).

The quorum shall be 2 Trustees.

The administration of meetings will be managed by the Clerk to the Board. Agenda and papers will be circulated, whenever possible, to members of the Committee seven days in advance of the meeting.

Minutes of meetings will be agreed by the committee and shared with the Board. Confidential matters will be recorded in Part 2 minutes which will not be published. This includes information relating to a named person or any other matter that that the Board considers to be confidential.

4. Specific functions of the Committee.

The specific functions of the Committee include –

a) Finance

- Monitoring schools' three-year budget forecasts including reserves
- Monitoring the Topco's three-year budget forecasts
- Review of management accounts including cash flow
- Monitor creditors/debtors
- Oversight of the Trust's internal financial controls including annual review of the Trust's manual of financial procedures
- Review of benchmarking data
- Receive capital project summary expenditure reports only *(Estates committee to be responsible for capital projects and report only to Resources)*
- Review the Finance risk register on a termly basis
- Ensure that the trust's financial procedures are complied with

b) HR (Human Resources) Staffing

- Review the school leadership structure including the Trust Central team, ensuring that it meets the requirements of the trust development plan, the curriculum and is affordable
- Review and recommend Trust HR policies to the Trust Board for adoption including pay policy
- Consider applications from staff for variation to contract (such as secondments, early retirement, leave of absence, reduced working hours and flexible working requests)
- Review staff work-life balance, working conditions and wellbeing, including monitoring staff absence rates
- Oversee the operation of the appraisal policy, including making arrangements for the senior executive leader's performance management
- Review pay decision data to ensure that pay increments are awarded fairly
- Ensure that staffing procedures (including recruitment procedures) comply with equality legislation and safer recruitment practice
- Monitor the provision of staff training and CPD, ensuring sufficient budget is allocated
- Review Trust recruitment and retentions strategy to achieve manageable staff turnover and improve the Trust's ability to attract people with scarce skills
- Review Trust approach to Trade Unions and make recommendations to the Trust board

c) IT (Information Technology)

- Receive progress reports of all IT major strategic projects agreed by the Board
- Monitor implementation of the Trust Digital Strategy
- Agree and review operational performance statistics for the trust schools and central services.
- Benchmark, monitor and compare key performance measures for the trust
- Monitor and report IT project expenditure compared to plans
- Identify and review new IT technologies identified by the CIO and recommend to the Trust Board for consideration to feed into the trust strategic plan
- Review and monitor data security policies to ensure integrity and safety of the trust computer systems
- Ensure that all IT systems operated by the trust, software and hardware, are fully licensed

No decisions will be delegated to the committee which will make recommendations for any necessary decisions to the full Board.

Reviewed by Trustees: October 2025

Next review: Autumn 2026