



Sapere Aude

Terms of Reference Resources Committee

November 2025

Contents

0. Document Control	2
1. Purpose	3
2. Authority	3
3. Membership	3
4. Meetings	3
5. Responsibilities	4
Christian Distinctiveness	4
A. Internal Scrutiny	4
B. Risk Management	4
C. Financial Oversight	4
D. Compliance and Assurance	4
E. Estate and Digital Standards	4
F. Cybersecurity, Data Protection, and AI	4
G. Workforce Strategy	5
H. Pay Award	5
I. Performance Management	5
J. Policy and Compliance	5
K. Equality, Diversity and Inclusion	5
6. Reporting and Evaluation	6
7. Review	6

0. Document Control

The table below contains the changes made between the different final editions of this document set for approval. This is to help provide information to those reviewing and approving the document of the changes being made.

Document Control Table	
Title	Terms of Reference Resources Committee
Version N°	3
Statutory	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Required on Website	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
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Review Due by Board	Michaelmas 2026

History			
V	Date	Author Code	Revision Summary
2	Sept 2025	MLM	Updated to align with revised Academy Trust Handbook 2025 and the publication of the Academy Trust Governance Guide (March 2025).
3	Nov 2025		Amended following initiation of the Remuneration Committee and delegation of pay and appraisal matters to the new committee.

A review date is not a sunset clause. The document remains in place until such time as it has been reviewed or superseded by updated relevant statutory guidance.

1. Purpose

The Resources Committee provides assurance to the Board on the Trust's financial health, estates, staffing, risk management, and compliance. It also provides strategic oversight and assurance on matters relating to staffing, pay, performance management, workforce wellbeing, and compliance with employment law and trust policies. It also plays a key role in setting and recommending executive pay to the Board. It ensures stewardship of resources aligns with the Trust's Christian ethos and diocesan responsibilities.

2. Authority

- Delegated by the Board under Articles 101-104.
- The Committee may invite non-trustees to attend, but a majority of members must be trustees.
- Investigate any activity within its terms of reference.
- Obtain external professional advice as necessary.
- The committee may secure the attendance of external advisors with relevant expertise.
- Seek any information it requires from staff or external advisors.
- Commission reports or reviews to support its work.
- Make recommendations to the Board on pay and staffing matters.

3. Membership

- At least three trustees, with relevant HR or leadership experience where possible, excluding employees. At least one member should have recent and relevant financial experience
- The Chair of the committee will be appointed by the Board but not be the chair of the board.
- Vice chair appointed by the Committee

4. Meetings

- At least once per term.
- Quorum: three trustees.
- The Principal, as Accounting Officer (AO), and Finance Director (FD) should attend to provide information and participate in discussions.
- The Committee may invite other staff or advisers, with relevant expertise, to attend to provide information, assist it with any context or issue(s) it wishes to discuss.
- It may ask those conflicted, or non-trustees to withdraw.
- Non-trustees have no voting powers and may be asked to withdraw during a meeting.

5. Responsibilities

- Adhere to academy regulation within the [Academy Trust Handbook](#) and the [Academy Trust Governance Guide](#).

Christian Distinctiveness

- Ensure resources, estates, people and pay decisions uphold the Trust's Christian character and diocesan obligations.

5.1. Audit, Risk and Finance Related

A. Internal Scrutiny

- Oversee the academy's internal scrutiny programme in line with the Academy Trust Handbook.
- Ensure internal scrutiny provides independent assurance on the effectiveness of financial and non-financial controls.
- Review and approve the annual internal scrutiny plan.
- Receive and consider internal scrutiny reports and monitor implementation of recommendations.

B. Risk Management

- Review the academy's key risks register at each meeting.
- Ensure all categories of risk (strategic, financial, operational, compliance, reputational) are adequately identified, assessed, and managed.
- Advise the Board on the adequacy of risk management arrangements.

C. Financial Oversight

- Monitor the integrity of financial statements and reports.
- Review findings from external audits and ensure appropriate follow-up.
- Oversee the appointment and performance of external auditors.

D. Compliance and Assurance

- Monitor compliance with statutory and regulatory requirements, including health and safety.
- Review whistleblowing procedures and incidents.
- Ensure the trust has adequate fraud prevention and detection systems.

E. Estate and Digital Standards

- Monitor progress against the DfE's Estate Management standards - [School estate management standards](#).
- Review estate-related risks and ensure alignment with strategic priorities.
- Monitor implementation against the DfE's Digital and Technology Standards - [Meeting digital and technology standards in schools and colleges](#) and [cyber security standards for schools](#).
- Ensure digital risks, including cybersecurity, are appropriately managed.

F. Cybersecurity, Data Protection, and AI

- Oversee the trust's approach to cybersecurity, ensuring robust systems are in place to protect digital infrastructure and sensitive data.

- Monitor compliance with UK GDPR and the Data Protection Act 2018, including data breach reporting and data subject rights.
- Review the trust's use of Artificial Intelligence (AI) and emerging technologies, ensuring ethical use, transparency, and alignment with safeguarding and data protection principles.
- Ensure AI-related risks are identified and managed, particularly in relation to automated decision-making, pupil data, and staff systems.

5.2. People and Pay Related

G. Workforce Strategy

- Oversee the trust's workforce strategy, including recruitment, retention, and talent development.
- Monitor staffing levels, structures, and deployment across the trust.
- Review staff wellbeing initiatives and monitor staff absence and turnover data.
- Monitor staffing levels, structures, and deployment across the trust.
- Review staff wellbeing initiatives and monitor staff absence and turnover data.
- The Committee oversees workforce strategy for the whole organisation, excluding ALT roles within the Remuneration Committee's remit.

H. Pay Award

- The Resources Committee has oversight and makes recommendations to the Full Board on the affordability of the overall Academy annual pay awards.
- Ensure pay decisions are fair, transparent, and aligned with performance and trust values.
- ALT pay recommendations will be made by the Remuneration Committee

I. Performance Management

- Monitor the effectiveness of the performance appraisal systems for (non-ALT) teaching and support staff.
- Ensure performance management is linked to professional development, pay progression, and school improvement priorities.
- Oversight of ALT appraisal is delegated to the Remuneration Committee.

J. Policy and Compliance

- Review and recommend HR-related policies, including grievance, disciplinary, capability, and whistleblowing.
- Ensure compliance with employment law, safeguarding requirements, and safer recruitment practices.
- Monitor the effectiveness of staff induction and training programmes.

K. Equality, Diversity and Inclusion

- Monitor compliance with the Public Sector Equality Duty (PSED) and ensure fairness and transparency in remuneration practices.
- Monitor progress against the trust's Equality Objectives relating to staff.
- Review workforce diversity data and challenge any disparities in recruitment, retention, or progression.

- Monitor the effectiveness of staff induction and training programmes.

6. Reporting and Evaluation

- Approve and file annual accounts and report.
- Provide assurance reports to the Board after each meeting.
- Escalate any significant concerns or risks to the board promptly.
- Submit an annual internal scrutiny report to the board regarding estate and resource compliance.

7. Review

The terms of reference will be reviewed annually and approved by the Board.