



FINANCE, PEOPLE & OPERATIONS COMMITTEE

Terms of Reference 2026-2027

The Finance, People and Operations Committee is a committee of the Board of Directors. Its purpose is to provide strategic oversight and assurance on matters relating to finance, estates (including Health and Safety), operations, staffing, pay, performance management and workforce wellbeing. It plays a key role in setting and recommending executive pay to the Board.

Constitution

1. The Board of Directors (the **Directors**) of The Diocese of St Albans Multi-Academy Trust (the **Trust Board**) hereby resolves to establish a Committee of the Trust Board to be known as the Finance, People and Operations Committee.

Appointment and Term of Office

2. The Committee will be appointed annually by the Trust Board and shall hold office from the date of their appointment until either their resignation, or their omission from membership of the Committee on subsequent consideration by the Trust Board – whichever occurs first. Additional members may be appointed at any time by the Trust Board.

Membership and Quorum

3. The Committee shall have a minimum of three Trust Board Directors and no maximum. The membership of the committee may include persons who are not Directors, provided that a majority of the Committee are Directors of the Trust Board.

4. The quorum of the Committee is three. Decisions of the committee will be taken by a simple majority vote of those present, with the Chair having a casting vote if required,

5. Only full members of the Committee who have been approved by the Trust Board have the right to vote on any matters. The Committee may invite attendance at meetings from persons who are not members of the Trust Board or Committee members to assist or advise on a particular matter or range of issues. Such persons shall not be entitled to vote.

6. The Trust Board will appoint one of the members of the committee as Chair – this person must not be employed by the Trust.

7. The CEO will appoint a clerk to the committee.

Duties

8. The Finance, People and Operations Committee is responsible for:

Budgeting and Financial Management

- approving the Trust's scheme of financial delegation
- overseeing the continued promotion of a culture of robust financial management and strategic financial planning across the Trust, including the annual budget setting process, and making recommendations for approval to the Trust Board;
- recommending to the Trust Board the three-year medium-term forecast
- providing oversight and assurance to the Trust Board that capital funds (including SCA funds) are used and managed effectively and efficiently, fully in line with regulatory requirements and reporting responsibilities;
- monitoring income and expenditure on a regular basis to ensure compliance with approved budgets, in line with the Academy Trust Handbook;
- approving any deficit recovery plan
- considering requests for supplementary expenditure and making recommendations for approval to the Trust Board;
- considering the spending plans of other Trust Board Committees and making recommendations for approval to the Trust Board;
- overseeing the preparation of the financial statement to form part of the Annual Report of the Trust Board to stakeholders and for filing in accordance with requirements of the Companies Act, Charity Commission and Funding Agreement (including the Academy Trust Handbook).
- approving statutory returns to the DfE and any other regulatory body

Growth

- putting in place a strategy to guide the development and growth of the Trust by:
 - i) maximising pupil numbers in Trust schools;
 - ii) identifying new schools that share the Trust culture and ethos, and that strengthen the organisation as a whole;

People

- overseeing the preparation of a People Strategy reflecting best policy and practice, giving due priority to recruitment, retention, succession planning, talent development, and workforce satisfaction and the monitoring of Trust wide policies relating to all HR issues, including pay, performance appraisal and development, and staff well-being for approval by the Trust Board;
- overseeing staff wellbeing, workload and working conditions
- reviewing the performance and pay outcomes of the Trust's staff annually, including the Central Team, following recommendations from the Chief Executive, and making recommendations to the Trust Board having received assurance from the Chief Executive that the recommendations are within budget;
- conducting the Chief Executive's performance appraisal and development review and making recommendations for approval to the Trust Board – see paragraph 9 below;
- reviewing and making recommendations to the Trust Board for the pay award of the Trust Exec Team following a robust evidence-based process and ensuring they are a reasonable and defensible reflection of the individual's role and responsibilities, in line with the Academy Trust Handbook
- dealing with all HR matters that may be referred to it by the Trust Board or Central Team.
- ensuring effective measures are in place to promote equality and diversity in employment.
- ensuring compliance with the Public Sector Equality Duty (PSED) and employment legislation.
- monitoring progress against the trust's Equality Objectives relating to staff
- reviewing workforce diversity data and challenge any disparities in recruitment, retention, or progression

Asset Management

- monitoring the Trust's asset recording system to ensure it is fit for purpose, including an inventory and fixed asset register for each Academy and the Central Team.

Health & Safety

- receiving a termly compliance report in respect of the Trust's health and safety policies and statutory obligations under the Health and Safety at Work Act 1974.
- ensuring that any specialist/external advice on health and safety matters is implemented and quality assured.

Property Management

- overseeing the preparation of an Estates Management Strategy across the Trust, to provide a safe physical environment in all Trust settings and one that ensures business continuity and access to high quality learning whatever the circumstances, including a framework for agreeing priorities for maintenance, refurbishment and new build to inform spending decisions and guidance on acting responsibly in conserving energy and materials in line with Government and local requirements.
- ensuring that all capital projects are managed in line with industry standards, including appropriate tendering processes, benchmarking and value-for-money exercises, quality assurance and oversight, snagging and completion routines, and other statutory requirements in line (as necessary) with SCA funding regulations
- overseeing a climate action plan, ensuring it is embedded across estates management, vision and plans

Chief Executive Officer's Performance Appraisal and Development Review and Appeals Panel

9. At the beginning of the academic year the Committee will establish a Panel of at least two Directors to facilitate the Chief Executive Officer's performance appraisal and development review and to hear any pay appeals from Trust staff. In line with best practice, the Chief Executive Officer's review Panel will include, but will not be chaired by, the Trust Board Chair. The panel will be supported by an independent expert advisor who will be appointed at the start of the academic year.

10. The committee will review, adopt and monitor all policies delegated by the Trust Board.

Review

11. The Committee and Trust Board will review these Terms of Reference annually at the beginning of each academic year.