



# The Athelstan Trust

## Resources Committee Terms of Reference

### 1. Purpose of the Resources Committee

- 1.1 The Resources Committee is a Committee of the Athelstan Trust Board. The purpose of the Committee is to support the Trust in its responsibilities by maintaining the highest standards of governance in relation to Trust Finances and site and facilities management.
- 1.2 To report findings to the Trust Board and the Accounting Officer (CEO) following each Committee meeting as a critical element of the trust's annual reporting requirements.

### 2. Membership

- 2.1 The Committee will be formed from at least 2 Trustees and at least 1 Local Governing Board Governor (the number of Governors to remain less than the number of Trustees). The Chair of the Committee will be a Trustee. The membership will be discussed on an annual basis and the Chair shall be appointed at that meeting.
- 2.2 Chair's term of office shall be one year as this appointment is voted upon annually (see 2.1 above).
- 2.3 The Committee may invite non-voting specialists who are not Trustees to advise on specific areas, for such a period of time as required the Committee.
- 2.4 Employees of the Trust should not be Resources Committee members but the CEO, CFO, are non-voting advisors to the Committee. Other staff will be invited as appropriate at the direction of the Committee.
- 2.5 At least one member of the Resources Committee should have finance management experience in a senior role.
- 2.6 Any Trustee may attend a meeting of the Resources Committee, including those who are not members of the Resources Committee.

### 3. Delegated Power

- 3.1 The Committee is authorised to invite attendance at its meetings persons to assist or advise on a particular matter or range of issues, including members of Trust staff, but staff will not be present where there is a potential conflict of interest in relation to their own remuneration.
- 3.2 In the event of a need to make urgent decisions between meetings, the Chair of the Committee will make every effort to inform and seek consensus from Committee





# The Athelstan Trust

members. Where this is not possible, the Chair of the Committee, in consultation with the CEO and the Trust Chair, will take appropriate action on behalf of the Committee. The decisions taken and the reasons for urgency will be minuted and explained fully at the next meeting of either the Resources Committee or the Trust Board as appropriate.

- 3.3 The Committee is authorised to investigate any activity within its terms of reference or specifically delegated to it by the Board including to (a) request any information it requires from any employee or other assurance provider; or (b) obtain outside legal or independent professional advice it considers necessary with approval of the Trust Board.
- 3.4 The Committee does not have its own budget and has no remit for capital expenditure; legal commitments are made with the prior delegated consent of the Trust Board.

## 4. Quorum and Decision by Consensus

- 4.1 It is generally expected and encouraged that decision making by the Resources Committee should be by consensus. If consensus cannot be reached, the decision will be referred to the Board for resolution.
- 4.2 This is subject to any member of the Committee having an interest, loyalty or duty that conflicts, or is reasonably likely to conflict, with the interests of the Committee. In such cases the Committee member must declare his or her interest for the particular item.
- 4.3 The quorum for the Committee shall be two Trustees.

## 5. Meetings

- 5.1 The Resources Committee will meet at least 4 times a year or more frequently as circumstances require. The Committee Chair shall also convene a meeting at other times if considered necessary or upon the reasonable request of any Committee member.
- 5.2 Meetings will be scheduled by the Governance Professional with advice from the CFO to align with major decision points for the Trust.
- 5.3 The Governance Professional shall attend and service Committee meetings, including circulating the agenda and papers before each meeting, and preparing the minutes.
- 5.4 The Chair will set the agenda for the Committee meetings in conjunction with the Governance Professional and relevant staff.
- 5.5 Meetings will be chaired by the Chair of the Committee. In the absence of the Chair, the Committee will elect a temporary replacement from among the members present at the Committee meeting.





# The Athelstan Trust

- 5.6 In the absence of the Governance Professional the Committee will approve a replacement for the meeting.
- 5.7 The Governance Professional will circulate an agenda for each meeting and papers at least a week before each meeting.
- 5.8 At the start of each meeting, Committee members will be asked to declare any interests in agenda items.
- 5.9 Attendance at each meeting, matters discussed and recommendations for decisions will be recorded. The written record of each meeting will be submitted to the next meeting of the Committee.

## 6. Reporting

- 6.1 The Chair will report any actions to the Trust Board requiring ratification.
- 6.2 The Committee will review at least once a year with the Board its constitution and Terms of Reference and recommend any changes necessary to the Board.
- 6.3 The Committee will report back to the Trust Board after each Committee meeting.

## 7. Key Responsibilities

### 7.1 Finance

- a. Review and recommend to the Board the budget for the coming year, ensuring it is compatible with, and supports, the Trust's objectives and strategic plans.
- b. Monitor future years' forecasts and alert the Board to any significant concerns, ensuring sufficient rigour and scrutiny in the budget management process.
- c. Monitor the Trust's performance against budget, addressing variances between actual income and expenditure, and alerting the Board to any significant variances.
- d. Maintain the stability of the Trust's financial position by monitoring the current and project reserves position against the reserves policy, ensuring that there are sufficient funds to support operations in the short to medium term.
- e. Review and evaluate the Trust's management accounts and monitor the Trust's financial performance compared with budgeted priorities and cash flow.
- f. Monitor the value for money activities that management are taking for example the income generation through the letting of Trust premises, the monitoring and renewal of contracts, and the benchmarking of staffing levels.

### 7.2 Sites, Premises and Facilities

- a. Have an oversight of the Trust assets with regards to maintaining and developing premises, including where PFI contracts are currently in place.





# The Athelstan Trust

- b. Oversee the Trust's Estates Strategy, ensuring the estate is maintained effectively and is suitable for its intended purpose.
- c. Receive reports and recommendations relating to the condition of the estate and associated assets.
- d. Ensure a Health and Safety policy is in place and monitor the effectiveness of Health and Safety arrangements at each school and across the Trust.
- e. Have oversight of compliance with Health and Safety legislation.
- f. Receive and agree the Trust's strategies for information technology and monitor their implementation, including with regard to cyber security.
- g. Approve and monitor the Trust's capital investment programme in line with capital funding and the Trust's estate strategy.
- h. Ensure that the Trust's assets are managed and protected by adequate insurance cover
- i. Monitor compliance with GDPR legislation and requirements, investigating specific areas or incidents where required.
- j. Ensure the Tendering Policy is appropriately applied and in line with delegation limits.

## 7.3 Other

- a. Consider any other matters where requested to do so by the Trust Board.
- b. Review and approve any Trust Policies which have been delegated to the Committee in accordance with the Trust's policy review schedule.
- c. Advise the Audit and Risk Committee on changes to risks and / or mitigation measures relating to finance, premises, facilities, and building projects and across the Trust, and ensuring these are reflected in the risk register.

## 8. Terms of Reference

The committee's terms of reference will be reviewed annually at the first meeting of the year and any proposed changes referred to the Trust Board for approval. Any additional changes during the year must be referred to the Trust Board for approval.

Approved by the Trust Board – 16<sup>th</sup> October 2025

