Terms of Reference for the Resources Committee of the Governing Board at Appledore School

Membership:
Jeremy Cooper, Jane Halloway, Philip Grant, Jane Hallett, Ed Miles

Associate members: *With voting rights as agreed by FGB*

Quorum *3*

Chair of Committee:

Jane Halloway

Clerk of Committee:

Miriam Goldsmith-Ryan

Meeting dates for the academic year:

13th October 2026, 1st December 2026, 26th January 2027, 27th April 2027, 29th June 2027

Withdrawal
Any governor/trustee or associate member employed to work at the school, other than the headteacher, **must** withdraw from the meeting for discussions and decisions concerning the pay or performance of anyone employed at the school. The Headteacher must withdraw if his or her pay or performance is being discussed. Any governor/trustee or associate member must withdraw where there may be a conflict of interests with items declared on the 'Register of Business Interests' form. The clerk must withdraw if his or her pay or performance is being discussed.

Matters of Urgency
These may be dealt with by the chair of the board, chair of the committee and headteacher and reported to the next meeting of the committee or full governing board.

Delegation
The board may use its powers to delegate functions and decisions to committees or individual governors and trustees. It is the overall board, however, that in all cases remains accountable in law and to Ofsted for the exercise of its functions. (Governance Handbook.)

The governing board responsibilities for finance and resources including staff. The board has responsibility for 'Overseeing the financial performance of the school and making sure its money is well spent' (Governance Handbook). They should do this by making sure they have at least one governor/trustee with specific skills and experience of financial matters, and by asking questions such as:

- Are we allocating our resources in line with our strategic priorities?
- Are we making full use of all our assets and efficient use of all our financial resources?
- Are other schools buying things cheaper or getting better results with less spending per pupil?
- How can we get better value for money from our budget?
- Do we have the right staff and the right development and reward arrangements?

Agreed at meeting of the full governing board on 22nd September 2026

Review date: September 2027

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- What is the school's approach to implementation of pay reform and performance related pay? If appropriate, is it compliant with the most up to date version of the School Teachers' Pay and Conditions Document?

Many governors/trustees may not be familiar with looking at and understanding data. There is a large volume of data available. It is essential that every board have at least one governor/trustee with the skills to understand and interpret the full detail of the financial data available. These individuals should make sure that the wider board has an accurate understanding of the school's finances. They should identify from the data the issues that most need to be discussed. Other governors and trustees should learn from them and undertake any available training opportunities to improve their confidence and skills in looking at data.

The board recognises that it is accountable for the way in which resources are used and it is committed to carrying out this responsibility honestly, transparently and with integrity. The committee has delegated responsibility from the governing board to fulfil the responsibilities of the governing board as specifically itemised below. The committee will operate in accordance with the provisions of the Schools Financial Value Standard (SFVS) and/or Academies Financial Handbook to maintain effective arrangements for the efficient deployment of school resources.

Best Value
The board will ensure the principles of Best Value are followed when making decisions. The principles of best value are:

- Challenge – why, how and by whom an activity is carried out;
- Compare – performance against other schools and between parts of each school;
- Consult – involving stakeholders, especially pupils and parents;
- Compete – as a means of securing efficient and effective services.

Levels of Delegation - Decision or Recommendation

D = **decision** to be taken by the committee and reported to the full governing board in the minutes.

R = the committee to make a **recommendation** to the full governing board, who will make the decision.

Governors / Trustees and Associate Members serving on the Resources Committee will undertake appropriate training in order to fully understand their role including, where possible and appropriate, joining relevant staff training to keep updated.

Finance.

Financial Policies and Documents delegated to this committee:

- Charging and Remissions Policy (Statutory)
- Governor Allowances / Expenses Policy (Statutory)
- Finance Policy (Statutory) – recommendations to be taken to the FGB for approval
- School's Financial Value Standard (SFVS) Return (Statutory) (Maintained Schools)
- Academies Self-Assessment Tool (Statutory) (Academy schools)

In consultation with the headteacher and school business manager, and taking into consideration: • available resources • sustainability of commitments	**R**

• the school improvement plan (or school development plan) • forecast pupil numbers • anticipated contractual liabilities • other relevant factors the committee to scrutinise the formal budget plan(s) for the financial year and make recommendations to the full governing board for its approval.	
Maintained schools - to ensure the continued knowledge and understanding of governors in respect of the requirements of the Schools Financial Value Standard (SFVS) and ensure annual return is submitted.	**D**
Academy schools – to ensure trustees are meeting the right standards to achieve a good level of financial health and resource management, in line with the school resource management self-assessment tool.	**D**
To ensure the establishment and maintenance of an up to date 3 - 5 year financial plan, ensuring that current data is used to inform the 3 year plan.	**D**
To monitor budgets for all funds under the boards' control, including virement decisions, at least half-termly, monitor that appropriate action is being taken to maintain financial viability and report significant variances from the anticipated position to the governing board.	**D**
To establish/recommend as appropriate policies (to include recommended levels of delegation) to the Governing Board. This will include a: • Finance Policy • Charging and Remissions Policy • Governor/Trustee Allowances / Expenses Policy	 **R** **D** **D**
To ensure the continued knowledge and understanding of governors in respect of the Schools Funding Consultation held in the Autumn term and to provide an agreed response to the consultation.	**D**
To monitor expenditure of any voluntary funds kept on behalf of the governing board and ensure the annual audit of these funds.	**D**
To make decisions in respect of service level agreements and service contracts	**D**
To consider and approve non routine expenditure (not provided within the School Improvement Plan) in accordance with the Finance Policy including recommendations from other committees.	**D**
To monitor statistics, performance indicators and key ratios and other non-financial data affecting budgets, directing action as appropriate.	**D**
To receive audit reports and refer key issues to the governing board. Direct the response to such reports and ensure such reports are appropriately acted upon.	**D**
To undertake financial benchmarking, alert the governing board to any best value implications and make recommendations to the full governing board for best practice. https://schools-financial-benchmarking.service.gov.uk/	**D**
To monitor the proper allocation of pupil premium, sports funding, CiC funding, Year 7 Catch Up allocation *(as appropriate)* and report to the full governing board.	**D**
To ensure an appropriate Risk Register is maintained. Review and monitor the register to ensure the board is made aware of the potential financial impact of identified risks	**D**
To monitor school purchasing to ensure that conflicts of interests are identified and in academy schools that any related party transactions are appropriately managed and reported to / authorised by the ESFA as required (could be Audit Committee)	**D**
To review pupil numbers and implications on the budget, including the number of pupils eligible for Free School Meals	**D**
To identify levels of surplus (deficit) balances at end of financial year, recommend plans for use (recovery). To approve / recommend the writing off of irrecoverable debts, up to delegated limit, and the disposal of surplus and damaged equipment.	**R**
To review procurement strategies and efficiency savings programme	**D**

To liaise with the Premises Lead Governor and the SLT to review the School Emergency Management Plan / Business Continuity Plan (financial aspects)	**D**
To ensure that an appropriate register of business interests is maintained by the clerk for everyone involved in governance and the school has a similar record for those involved in the finances of the school at a senior level. Ensure that a summary of relevant business interests is published on the school website to meet statutory obligations. In academy schools ensure that an appropriate Persons of Significant Control (PSC) register is created and maintained.	**D**
To monitor that appropriate levels of insurance are in place.	**D**
In academy schools ensure that the letters from the accounting officer of the Education and Skills Funding Agency (ESFA) are considered, and brought to the attention of the board.	**R**

Personnel

Personnel Policies and Documents delegated to this committee:

- Staff Capability Policy (Statutory)
- Staff Discipline Policy (Statutory)
- Staff Grievance Policy (Statutory)
- Pay Policy (Statutory)
- Teachers' Appraisal Policy (Statutory in maintained schools)
- Whistleblowing Policy (Statutory)
- Central record of recruitment and vetting (DBS) checks
- Contract of Employment for each member of staff

In consultation with the Headteacher and giving consideration to the School Improvement Plan (School Development Plan), to review the staffing structure annually and whenever a vacancy occurs. Ensure that flexible working and the Teacher Recruitment and Retention Framework is considered when reviewing staffing structures.	**D**
To review a Pay Policy for all members of staff, in line with HR advice and make recommendations to the full governing board. To monitor that appropriate procedures are in place and followed for setting levels of executive pay which are transparent, proportionate and justifiable.	**R**
To approve/recommend the policies and procedures for dealing with conduct, capability, discipline, grievance and redundancy, in line with HR models; and ensure that staff are informed of these.	**R**
To approve the Performance Management/Teacher Appraisal Policy ensuring that the appraisal process links with the School Development Plan (School Improvement Plan) priorities. Ensure that the board establishes an appropriate Pay and Performance Committee to monitor the appraisal process and decide outcomes	**D**
To work with the Senior Leadership Team to review the training requirements of the school workforce, linked to the curriculum and the School Development Plan and make recommendations to the board.	**D**
Monitor and review staff well-being & absence to identify trends & possible impact on provision, develop plan to mitigate and/or resolve any issues	**D**
Monitor recruitment & retention patterns, suggest plans to address any emerging issues	**D**
To ensure that requirements for safer recruitment are in place and that there is an up to date single central record (SCR) of recruitment and vetting (DBS) checks held in school. (*The Safeguarding Lead Governor is delegated responsibility for checking the content of the SCR*)	**D**
To monitor arrangements for interviewing and appointing staff, including agreeing the level of governor involvement (setting criteria, shortlisting, part of interview panel) for different categories of appointments. Ensure every member of staff has a Contract of Employment.	**D**

Ensure that the school has appropriate policies in place related to the conduct of staff. Monitor that the school's approved policies and procedures are followed by staff.	**D**
To ensure work/life balance issues for all staff are given proper consideration when making decisions and that the working conditions and wellbeing of the staff are kept under review.	**D**
Confirm arrangements for HT appraisal, appointment of external advisor & HT appraisal governors (ensure at least one member of the appraisal panel has undertaken relevant training) for approval by the board.	**R**
Evaluate responses to the annual staff survey and identify areas where action may be needed to address any concerns raised.	**D**
Monitor that the school has issued Privacy Notices to staff and the Data Protection Officer (DPO) ensures that appropriate Data Protection requirements and safeguards are in place for personnel data.	**D**

Premises, Security and Health and Safety

Premises, H&S and Security Policies and Documents delegated to this committee:

Lettings Policy (Statutory)

- Premises Policies – VA/Foundation schools only
- Accessibility Plan (Statutory)
- School Emergency Plan / Business Continuity Plan
- Health and Safety Policy
- Risk Register

To assist the headteacher and discharge the responsibilities of the governing board on matters relating to the school premises and grounds, security and environment.	**D**
To ensure an annual inspection of the premises and grounds is carried out and reported; receive reports from staff and agree a statement of priorities for maintenance and improvement (with reference to the Asset Management Plan) for board approval.	**R**
To review the security requirements of the setting annually and make recommendations to the board in line with professional advice.	**R**
To monitor and evaluate safety outcomes (risk assessment reports/accident statistics/near misses.) Report any issues of concern to the board.	D
To monitor that Risk Assessments, including an annual fire risk assessment, are up to date with a clear line of responsibility for procedures and actions.	**D**
To ensure that there are agreed procedures for reporting any concerns (including an appropriate Whistleblowing Policy)	**D**
To consider and agree (within delegated limits) the costs and arrangements for maintenance, repairs and redecoration within the budget allocation. Refer to the board any exceptional costs, or those in excess of delegated financial limits. Work with the headteacher to develop a long term plan for improving the facilities and premises for staff, pupils and any other visitors or users of the premises for approval by the board.	**D**
To monitor the preparation, tender process and implementation of contracts, ensuring best value principles are adhered to. Ensure potential conflicts of interest are identified and appropriately managed.	**D**
To ensure that all policies and procedures relating to health & safety, buildings and visits are reviewed and amended where appropriate.	**R**
To agree a lettings policy.	**D**
To agree, evaluate and review the schools Accessibility Plan	**D**
To recommend to the Governing Board reasonable adjustments to premises to improve disabled access.	**R**
To ensure that clear Health and Safety checks and Risk Assessment details are outlined and complied with prior to Educational trips and visits. To receive a report of any issues on Educational trips or visits and ensure staff	**D**

review the Policies in accordance. To ensure that Educational trips and visits meet the safeguarding requirements.	
To consider the advice and recommendations and the model Health and Safety Policy supplied by the Local Authority or Academy Advisers and to agree and keep under review a Health and Safety Policy for the school	**D**
Review catering/school meals/ vending machines/ nutritional policy. Re-affirm food standards in line with statutory duties.	**D**
Review the School Emergency Management Plan / Business Continuity Plan and report to the board	**D**
Regularly review the premises aspects of the Risk Register and report to the board.	**D**
Academy schools – ensure that, where appropriate, bids are made for Condition Improvement Funding (CIF) within the required timeframes	**D**