



EMMANUEL SCHOOLS FOUNDATION

Finance and Resources Committee Terms of Reference

Emmanuel Schools Foundation (ESF) has established a committee of the Board to be known as the Finance and Resources Committee (the Committee).

These are its terms of reference:

Membership

The Committee will be appointed by the ESF Board and will comprise no more than seven and no fewer than three members, a majority of whom will be Trustees. The ESF Board will appoint one of the members of the Committee as its chair (the Chair).

Attendance

The Committee may ask the Chief Executive Officer and any other senior executive to attend meetings of the Committee either regularly or by invitation, in order to provide information.

Voting

The quorum for each meeting shall be one half of the Trustee members of the Committee rounded up. Decisions of the Committee shall be taken by a simple majority of those present and voting. The Chair will have a casting vote on an equality of votes.

Meetings

The Committee shall meet four times a year on such dates as shall be determined by the Committee from time to time, (ideally between seven and 21 days before ESF Board meetings) and at such other time as the Company Secretary shall specify at the request of any member of the Committee. Unless otherwise agreed, notice of each meeting confirming the venue, date and time together with an agenda and relevant papers shall be sent to each member of the Committee and any other person invited or required to attend no fewer than five working days prior to the date of the meeting.

Minutes

The Company Secretary, or appointed substitute, will minute the proceedings and resolutions of the Committee and ascertain, at the beginning of each meeting, the existence of any conflicts of interest and minute them accordingly. Minutes of each Committee meeting will be sent to all members of the Committee and the ESF Board.

Authority

The Committee is authorised by the ESF Board to investigate any activity within its terms of reference. It is authorised to seek any information it requires from any employee and all employees are directed to cooperate with any request made by the Committee. The Committee is authorised by the Board to obtain outside legal or other independent professional advice and to secure the attendance of any person at any Committee meeting with relevant experience and expertise if it considers this necessary.

Duty

The duty of the Committee is to ensure that ESF discharges its responsibilities for educational improvement in providing excellent education both in terms of academic attainment and character development, consistent with the ethos and values of ESF, so that all students are able to progress, achieve and to go on to succeed in life.

In essence the duties of the Committee shall be:

- to advise the Board with respect to strategic priorities and key performance indicators
- to support the Chief Executive Officer in the creation, implementation and monitoring of the strategic priorities and key performance indicators
- to provide an overview, scrutiny and challenge of management accounts, IT systems, HR practices, and management of premises and security of all schools
- to ensure that budget, balances and commitments, and the capital development plan are reviewed, and to scrutinise and recommend budgets for new financial year
- to scrutinise the financial statements for approval by the Board
- to establish key priorities for the year ahead
- to receive reports from the Executive Team regarding budgets, management accounts, human resources, IT infrastructure, and the management of premises, and to hold the Executive Team to account, against the approved strategic priorities and key performance indicators
- to review the executive leadership structure and personnel to ensure the right skills, clear line management and reporting mechanisms
- to review KPIs for identification of any areas of concern in respect of IT infrastructure, premise management, health and safety, and capital expenditure
- to ensure that effective arrangements and processes are in place across schools relating to personnel updates, including progress of newly appointed staff and vacancies, and staff professional development, including results of staff surveys, exit interviews and reasons for leaving and the sharing of good practice across schools
- to ensure that effective arrangements and processes are in place across schools to relating to outcomes of performance management and agreement of processes for any pay awards and staffing structures for new academic year and the sharing of good practice across schools
- to scrutinise and review policies for recommendation to the Board
- to review, on a regular basis, its own performance, constitution and terms of reference to ensure it is operating at maximum effectiveness
- to review, on a regular basis, the performance, constitution, membership, terms of reference and scheme of delegation of local governing bodies to ensure they are operating at maximum effectiveness

7th June 2017