



# The Tapscott Learning Trust

*Working together,  
achieving for all*

## Finance, Operations and Resources Committee Terms of Reference 2026-27

|                             |                                 |
|-----------------------------|---------------------------------|
| <b>Review Frequency</b>     | Annually                        |
| <b>Next Review Date</b>     | Summer 2027                     |
| <b>Ratified by</b>          | Trust Board                     |
| <b>Date of Ratification</b> | 24th March 2026                 |
| <b>Lead Owner</b>           | Head of Governance & Compliance |
| <b>Target Audience</b>      | All layers of governance        |

## **1. Constitution**

- 1.1 The Finance, Operations and Resources Committee (FOR) is a committee of the Trust Board.
- 1.2 The Committee is authorised to request any information it requires in order to carry out its work, from any employee of the Trust

## **2. Membership**

- 2.1 The Committee shall have a minimum of three members, with at least two committee members being trustees.

- 2.2 The Committee's current members are:

Paul Harris (CEO)  
George Spentzos (Trustee) - Chair  
Rosie Murdoch (Trustee)  
Laura Webber (Trustee)  
Hannah Rizki (LAB member)

- 2.3 At the first meeting of each academic year, the Committee will elect a Trustee to act as Chair of the Committee (the 'Chair'). The Committee will elect a temporary replacement from among the members present at the meeting in the absence of the Chair.
- 2.4 No person may act as Chair under paragraph 2.3 unless they are also a member of the Trust Board. The Chair of the Committee may not also be the Chair of the Board of Trustees or the Chair of the Audit and Risk Committee. The Chair of the Committee may not also be an employee of the Trust.
- 2.5 The Trust Board shall ensure that a clerk is provided to take minutes at meetings of the Committee.
- 2.6 The Committee may invite attendance at meetings from persons who are not Trustees or Committee members to assist or advise on a particular matter or range of issues. These attendees will not be entitled to vote.
- 2.7 Any Trustee may attend a meeting of FOR, including those who are not members of the Committee.
- 2.8 Meetings will be quorate when two (trustee) members of the committee are present. A meeting can continue in the event of being inquorate, but no decisions can be made. Decisions can be made after the meeting via email. Committee members can attend meetings virtually (eg Zoom) and will be included in the quorum.

## **3. Remit and Responsibilities of the Committee**

- 3.1 Responsibilities
  - To ensure all finance related policies are in place and are fit for purpose.
  - To consider the Trust indicative funding and to assess its implications for the Trust /schools.

- To develop a three-year financial plan with considerations to the Trust strategic plans.
- To make recommendations on the broad budget headings and areas of expenditure.
- To develop a reserves policy and be clear about the reasoning for decisions.
- To monitor the income and expenditure against the annual budget plan with rigour and scrutiny.
- To monitor cashflow.
- Engage with regular benchmarking against key performance indicators.
- To consider and make recommendations to the Trust Board on the use of funds for capital projects.
- To ensure that the annual school resources management of self-assessment tool is submitted annually to the ESFA.
- To monitor the financial aspects of the Training Hub.
- To monitor CPD needs of all staff.
- To monitor the Trust operations, including (but not limited to), building work, CIF projects, health and safety, resource management and procurement.
- To oversee compliance with the Procurement Act 2023 and ATH procurement requirements.
- To receive reports on ICT, media and trust communications.
- To monitor compliance with DfE Digital & Technology Standards
- To receive cyber risk reports and ensure alignment with STH cyber rules
- To oversee implementation of filtering & monitoring standards beyond safeguarding committees
- To monitor HR including (but not limited to) staffing and sickness absence.
- To review HR policies as delegated and recommend to the Board, in line with the Scheme of Delegation.
- To deal with matters relating to appraisal and employment as required.
- To ensure effective measures are in place to promote equality and diversity in employment.
- To consider the details of restructuring programs.
- To receive reports on governance across the Trust.
- To monitor the Trust's Climate Action Plan

### **3.2 2025-2028 Trust Development Plan – Identified focus areas**

The following areas of the Trust Development Plan 2025 – 28 were identified for monitoring by the committee:

- Focus area 1 – Financial Stability
- Focus area 2 – Resource Management
- Focus area 5 – Governance and Reporting
- Focus area 5 – Partnership and Growth Development

## **4. Proceedings of Committee meetings**

- 4.1 The Committee will meet as often as is necessary to fulfil its responsibilities but at least three times a year.
- 4.2 Any two Committee members can request that the Chair convene a meeting by giving no less than 14 days' prior notice.

- 4.3 Every matter to be decided at a meeting of the Committee must be determined by a majority of the votes of the members present and voting on the matter.
- 4.4 Each member present shall be entitled to one vote. Where there is an equal division of votes the Chair shall have a casting vote.
- 4.5 A register of attendance shall be kept for each Committee meeting and published annually.

## **5. Reporting Procedures**

- 5.1 Within seven days of each meeting the clerk will produce minutes of the meeting, which will be sent to the Chair for initial review.
- 5.2 The Committee Minutes will be agreed at the next meeting of the Committee.
- 5.3 The Committee Minutes will be sent to the Trust Board every term.
- 5.4 The Committee shall conduct an annual review of its work and these terms of reference and shall report the outcome and make recommendations to the Trust Board.
- 5.5 The Committee will not undertake internal scrutiny functions reserved to the Audit & Risk Committee and will cooperate with internal scrutiny reviews
- 5.6 Any amendments to this document (except member names and the annual work plan) must be approved by a quorum of Trustees. This approval can be made via email if required.

## **6. Policy and Document Approval**

The following policies/documents are to be approved by the FOR Committee

- Health and Safety
- Appraisal Policy
- ECT/NQT Policy
- Educational Visits
- Gender Pay Gap Statement
- Climate Action Plan
- Mini Bus Policy
- Pay Policy
- Data Protection Policy
- Finance Policy (for recommendation for full board approval)
- Freedom of Information Policy
- Uniform Guidelines and Uniform Policy

## **7. Annual Work Plan (subject to change as required)**

|        |                                                                                                                                                                                                                                        |
|--------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Autumn | <ul style="list-style-type: none"> <li>● Identified trust Development Actions</li> <li>● Finance Update</li> <li>● Operations Report</li> <li>● CIF Update</li> <li>● HR Report</li> <li>● Monitoring and Filtering Updates</li> </ul> |
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|--------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|        | <ul style="list-style-type: none"> <li>● ICT Strategy Report</li> <li>● Governance Report</li> </ul>                                                                                                                                                                                                                                                            |
| Spring | <ul style="list-style-type: none"> <li>● Identified Trust Development Actions</li> <li>● Finance Update</li> <li>● School Resource Management Tool Approval</li> <li>● Operations report</li> <li>● Gender Pay Gap Statement</li> <li>● Monitoring and Filtering Updates</li> <li>● Governance Report</li> </ul>                                                |
| Summer | <ul style="list-style-type: none"> <li>● Identified Trust Development Actions</li> <li>● Finance Update</li> <li>● Staff Annual Survey</li> <li>● Operations Report</li> <li>● CIF Programme Update</li> <li>● Governance Report</li> <li>● Training Hub Finance Report</li> <li>● Monitoring and Filtering Updates</li> <li>● Annual Service Review</li> </ul> |