

FINANCE, PEOPLE & OPERATIONS COMMITTEE

To provide assurance to the Board of Trustees regarding the effective stewardship of resources, our people and the operational management of the Trust.

THE COMMITTEE WILL CONSIDER THREE KEY QUESTIONS



Are we using our resources wisely?



Are we supporting and developing our people?



Are our operations effective, efficient and compliant?

FOCUS AREA		KEY RESPONSIBILITIES & ASSURANCE	RECOMMENDATION TO BOARD
1	 FINANCIAL MANAGEMENT	Review financial performance against budget, including income, expenditure, reserves and funding arrangements. Consider key variances, cost pressures and value for money.	✓ The Board is recommended to receive assurance regarding the Trust's financial performance and the effectiveness of financial management and control arrangements.
2	 BUDGET PLANNING & FORECASTING	Review and recommend the annual budget, multi-year financial plan and forecasts. Consider key assumptions, risks and sensitivities, and ensure alignment with strategic priorities.	✓ The Board is recommended to approve the annual budget and receive assurance that financial planning is robust, affordable and aligned to the Trust's strategic priorities.
3	 FINANCIAL CONTROLS & RISK MANAGEMENT	Review the effectiveness of internal controls, audit findings, the risk register and risk management arrangements related to finance, people and operations.	✓ The Board is recommended to receive assurance that effective control and risk management processes are in place to mitigate key risks.
4	 PEOPLE & CULTURE PRIORITIES	Review progress against our People & Culture Priorities, including workforce data, recruitment and retention, staff wellbeing, engagement and employee relations.	✓ The Board is recommended to receive assurance that the Trust is attracting, developing and retaining a high-quality workforce and supporting staff wellbeing.
5	 PAY, REWARD & TERMS	Review pay policies, structural pay decisions, benchmark arrangements and the effectiveness of reward arrangements, including increments, restructuring, redundancy and compensation matters within delegated authority.	✓ The Board is recommended to approve pay and terms decisions and receive assurance that arrangements are fair, competitive and aligned to best practice.
6	 OPERATIONS, ESTATES, IT & COMMUNICATIONS	Review the effectiveness of operational management, including estates and asset management, health & safety, IT, communications and management information. Consider capital projects and ensure safe, efficient and compliant operations across the Trust.	✓ The Board is recommended to receive assurance that operations are well managed, safe, efficient and provide suitable environments for learning and working.
7	 POLICIES, COMPLIANCE & GOVERNANCE	Review compliance with statutory, regulatory and contractual requirements, including relevant Trust policies (financial, operational and employment). Consider insurance, data protection and governance matters.	✓ The Board is recommended to receive assurance that the Trust is compliant with key legal and regulatory requirements and that policies and governance arrangements are effective.



OVERALL RECOMMENDATION

The Board of Trustees is recommended to receive the minutes and recommendations of the Finance, People & Operations Committee and take assurance that appropriate systems are in place to monitor the effective stewardship of resources, the support of our people and the efficient, compliant operation of the Trust.



ASPIRATION
High expectations for all



CHALLENGE
Strong governance and courageous conversations



SUPPORT
Collaborative support to drive improvement



IMPROVEMENT
Continuous improvement in education and outcomes for all