ORGANISATION DEVELOPMENT COMMITTEE
Terms of Reference
2024-25

Authority

The Trust Board is responsible for the Organisation Development Committee and is authorised to investigate, challenge, monitor and review any activity within its terms of reference or specifically delegated to it and meet at least four times per year. The Organisation Development Committee is authorised to request any information it requires from any Local Advisory Board (LAB), Trust Academy/School or employee and may request any performance, operational, personnel and statistical data it requires, in consultation with the Chief Executive (CE).

Terms of Reference

Role

The role of the Organisation Development Committee is to provide assurance to the Board of Trustees there is a robust financial control framework in place and to provide a strategic financial view of revenue and capital throughout the year. The Committee shall ensure that opportunities for the growth of the Trust are explored and that all business is conducted ethically and efficiently. The Committee will ensure that our family of schools are staffed appropriately in order to support continuous school improvement journeys and that employment standards are consistent with being an employer of choice.

Duties

The duties of the Organisation Development Committee are:

Organisation Development and Trust Development

- Oversee the work of the Trust Services teams
- Oversee opportunities for organisation development, including growth opportunites

Financial oversight

- Monitor the Trust Improvement Plan (TIP) relating to projects associated with finance operations and financial planning.
- Review the Trust's financial management and reporting arrangements, providing scrutiny to related information, actions and recommendations prior to the Board of Trustees, with the main focus to:
    - Ensure effective and robust monitoring of the income and expenditure arrangements throughout the year of all delegated and devolved funds against the annual budget plan.

- Provide overview of longer (medium) term financial plan and ensure that comprehensive financial planning arrangements are in place to support the strategic direction of the Trust.

- Ensure that the annual budget planning arrangements are robust and inclusive which enable a balanced annual budget for the Trust each year. Examine projected pupil numbers for budgeting purposes and consideration of Integrated Curriculum and Financial Planning (ICFP) as part of the budget planning arrangements.

- Ensure procurement and contract decisions are appropriate and to provide wider challenge on related performance and value for money consideration.

- Provide assurance over disciplined financial management arrangements, including delegated financial authorities are complied with, appropriate segregation of duties, debtors, creditors, cash flow and bank reconciliations.
- Ensure regularity, propriety and value for money in the Trust's activities.
- Examine and challenge measures in place to reduce the risk of fraud and theft.
- Provide an overview of the Trust's banking arrangements.
- Ensure compliance with the Academy Trust Handbook across the Trust and that appropriate training and updates are provided to all.

- Approve the annual Capital Plan, including an IT Replacement Plan.

- Oversee the management of Trust assets, including the Fixed Asset Register

- Maintain a strategic view regarding forward planning of academy/school finances through longer term financial plans and projections, including capital funding both for maintenance of existing facilities and for academy/school improvement projects.

- Review, adopt and monitor all additional financial policies, including a charging and remissions policy.

- Recommend the Internal Audit Programme to the Audit and Risk Committee.

- Consider and manage risk in all aspects of the Committee's remit, ensuring a risk register is maintained and reviewed by the Board drawing on advice provided to it by the Audit and Risk Committee.
- Review the following policies before recommendation to the Board of Trustees:

  - Reserves
  - Investment
  - Procurement
  - Expenses
  - Gifts and Hospitality
  - Conflicts of Interest
  - Counter Fraud

- Recommend annual budget, prior to approval at the Trust Board

- Long term financial plan oversight.

HR and Staffing

- Monitor the Trust Improvement Plan (TIP).

- To consider the staffing structure across the Trust and its academies/schools, including the leadership structure, and the correlation of delivering outstanding results within the financial parameters faced.

- In consultation with staff and Trade Unions, oversee any Change process.

- To consider the plans to develop and support professional development of all staff, alongside the resources required, as well as the impact this development will have on the quality of provision being delivered in all Trust academies/schools.

- To ensure the Appraisal Policy is reviewed annually and Appraisal arrangements in place for all employees.

- Approval of staff performance and salary progression recommendations.

- To ensure that staffing procedures (including recruitment procedures) follow equalities legislation.

- To annually review procedures for dealing with staff discipline and grievances and make recommendations to the Trust Board for approval.

- To ensure that the Trust conforms with safer recruitment and safeguarding practice, with robust procedures in place that are operating satisfactorily for all necessary employment checks across all Academies.

- To ensure sufficient funds are available to support the development of staff.

- To review the structure of the Trust Services Team.

- To determine terms and conditions including remuneration for Trust staff posts in the light of affordability and related benchmarking data.

- To keep under review arrangements for staff work/life balance, working conditions and well-being, the development and implementation of which will be progressed across the Trust via the collaboration group framework.

- Ensure effective and effective workforce planning practices are established and developed between the HR and Finance functions.

Administration

- The Organisation Development Committee will meet at least four times a year.
- Non-Confidential minutes from the Committee will be available via the Cumbria Education Trust website.
- The Trust Board will appoint the Committee Chair. The Chair will be appointed every three years. The Chair will have an HR focus and the Vice Chair will have a Finance focus.
- The Organisation Development Committee will consist of a minimum of three Trustees of the Board, with CE/Accounting Officer (AO) / Chief Finance Officer (CFO) in attendance
- The Organisation Development Committee will be quorate if three Trustees are present and more than 50% of those present are Trust Board Trustees.
- Any decisions taken must be determined by a majority of votes of committee members present and voting – but no vote can be taken unless a majority of those present are Trustees of the Organisation Development Committee.
- Only Trustees of the Organisation Development Committee have the right to attend Committee meetings, however other individuals such as the Chair of the Local Advisory Board or Headteacher may be invited to attend all or part of the meeting but have no voting rights.
- Trust Leadership Team members may be invited to attend the Committee, but will have no voting rights.
- Administrative support will be provided by the Clerk to the Trust Board.
- Agendas will be agreed in advance by the Chair of the Organisation Development Committee (based on, but not limited to, a pre-agreed annual schedule of activity) and papers will be circulated to members and attendees at least 5 working days in advance of the meeting.
- Minutes of meetings will be taken and approved in draft by the Chair of the Organisation Development Committee. The draft minutes will be circulated to the Committee within 10 working days following the meeting.
- The Trust Board and Organisation Development Committee will review these terms of reference. The Committee will self- assess its' performance against these terms of reference on an annual basis.

The Committee has Final Approval for the following:

Governance
Approving changes to Data Protection Policy

Budget Setting and Budget Control
Approving the Capital Plan including budget

Bank Accounts
Approving the Treasury & Investment Policy
Approving the write off of bad debts

Premises
Management of Capital allocation to Trust

Staffing Structures
Changes to existing roles or staff reductions requiring formal change process.

Annual Appraisal and Pay Progress Recommendations
Approval of pay recommendations in Appraisal report
Headteachers
Executive Team
Central Trust Staff – School Improvement
Central Trust Staff – Operations
Staff in Academies – Primary
Staff in Academies – Secondary

Operational Change and redundancies
Approval of Business case
Appeals against redundancy dismissals

Dismissals
Educational Director

The Committee has Delegated Authority to approve the following:

Statutory Requirements
Approve Statutory Policies Part 1

Bank Accounts
Changes to bank mandate

Dismissals
Appeals

The Committee has Support/Advise/Recommendation/Information/Consultation for the following:

Budget Setting and Budget Control
Production and recommendation of Annual budget
Approving Annual Budget and 3 year budget forecast

Bank Accounts
Approving Reserves Policy