One Trust, One Team, Unlocking the Future for All

THE KEYS ACADEMY TRUST
TERMS OF REFERENCE
2026-2027

FINANCE, AUDIT, PAY, PERSONNEL AND PREMISES COMMITTEE (FAPPP)

Purpose:

The over-arching purpose of the Trust and (by delegation) all its committees, is to deliver its vision:

"We are a family of distinctive schools at the heart of the diverse communities we serve. In line with our Christian ethos, we aspire to excellent learning and pastoral care for pupils and staff and are committed to being open and welcoming to all. We aim to serve our pupils, staff, parents, and their local community by providing our schools with the highest levels of academic rigor and pastoral care."

The Finance, Audit, Pay, Personnel and Premises (FAPPP) Committee is a committee of the Board of Trustees. Purpose:

- to provide independent assurance to the Board on the effectiveness of the trust's governance, risk management, internal control, and financial reporting frameworks.
- to provide strategic oversight and assurance on matters relating to staffing, pay, performance management, workforce wellbeing, and compliance with employment law and trust policies. It also plays a key role in setting and recommending executive pay to the Board.
- to provide oversight of maintenance of the Trust Estate and Premises

Membership 2026-2027:

- Minimum of three trustees, ideally with relevant Finance, HR and/or Premises experience.
- At least one member should have recent and relevant financial experience.
- The Committee may invite non-trustees with relevant expertise to attend meetings.
- The Committee may invite senior leaders, including the CEO, and CFO to attend meetings (excluding discussions about their own remuneration).
- The Chair(s) of the committee shall be appointed by the Board.

2026-2027 Committee Trustees:

James Smith (Chair)	David Horrocks	Hester Wooller
Bethan Morey	Sue Northend	

2026-2027 Committee Attendees:

Alison Lochhead (CFO)	Amanda Snow (COO)

Authority:

The Committee is authorised by the Board to:

- Investigate any activity within its terms of reference.
- Seek any information it requires from officers of the trust or external advisors.
- Obtain external professional advice as necessary.
- Secure the attendance of external advisors with relevant expertise.
- Commission reports or reviews to support its work.
- Make recommendations to the Board.

Reporting

- Report to the Board of Trustees after each meeting.
- Provide an annual summary of activities, findings, and recommendations.
- Submit the annual internal scrutiny report to the Board and the Department for Education as required.

Meetings:

- At least four meetings per academic year.
- Additional meetings may be convened as required.
- Quorum: three trustees.
- The Trust Governance Professional will produce minutes of all meetings

Policies committee will ratify:

- Those policies as delegated to the committee via the Trust Board and named on the Policy Delegation Schedule. The Policy Delegation Schedule reviewed and ratified by the Trust Board at least annually.

Responsibilities:

FINANCE AND AUDIT

Internal Scrutiny

- Oversee the trust's internal scrutiny programme in line with the Academy Trust Handbook.
- Ensure internal scrutiny provides independent assurance on the effectiveness of financial and non-financial controls.
- Review and approve the annual internal scrutiny plan.
- Receive and consider internal scrutiny reports and monitor implementation of recommendations.

Risk Management

- Review the trust's risk register.
- Ensure all categories of risk (strategic, financial, operational, compliance, reputational) are adequately identified, assessed, and managed.
- Advise the Board on the adequacy of risk management arrangements.

Financial Oversight

- Approve the Trust Finance Manual.
- Review monthly management accounts and strategic financial projections and
- Advise the Trust Board of any significant financial variances and seek approval for proposed remedial action.
- Review budgets for Trust Schools prior to submission to the Department for Education.
- Monitor the integrity of financial statements and reports.
- Review findings from external audits and ensure appropriate follow-up.
- Oversee the appointment and performance of external auditors.
- Monitor financial aspects of Trust schools and trust strategic planning.
- Prepare financial analytics and projections for the Trust's three-year strategic plan.

Compliance and Assurance

- Monitor compliance with statutory and regulatory requirements, including health and safety.
- Review whistleblowing procedures and incidents.
- Ensure the trust has adequate fraud prevention and detection systems.

PAY AND PERSONNEL

Pay and Remuneration

- Review and recommend the trust's pay policy, ensuring compliance with the School Teachers' Pay and Conditions Document (STPCD) and other relevant frameworks.
- Oversee the annual pay review process for staff, including executive pay recommendations.
- Ensure pay decisions are fair, transparent, and aligned with performance and trust values.
- Review benchmarking data to ensure competitiveness, value for money and affordability

Performance Management

- Monitor the effectiveness of the performance appraisal systems for teaching and support staff.
- Ensure performance management is linked to professional development, pay progression, and school improvement priorities.
- Review outcomes of senior leadership appraisals, including the CEO.

Workforce Strategy

- Oversee the trust's people strategy, including recruitment, retention, succession planning, and talent development.
- Monitor staffing levels, structures, and deployment across the trust.
- Review staff wellbeing initiatives and monitor staff absence and turnover data.

Equality, Diversity and Inclusion

- Ensure compliance with the Public Sector Equality Duty (PSED) and employment legislation.
- Recommend the trust's EDI strategy/framework to the Trust Board for approval and monitor progress against objectives".
- Review workforce diversity data and challenge any disparities in recruitment, retention, or progression.

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PREMISES

Site Maintenance and Development and Risk Registers

- Ensure the appropriateness of the Trust's planned site management and development programme.
- Monitor Good Estates Management (GEMS) for all Trust schools.
- Review tab 4 (Estates and Facilities) risk registers for Trust schools and make recommendations on risk mitigation.

Procurement

- Oversee and approve as necessary centrally procured building related services.
- Monitor and review external contracts in excess of the value specified in the Trust Finance Manual.
- Approve premises policies as delegated in the Policy Delegation Schedule.
- Approve business continuity plans.

Sustainability

- Measure and report on energy consumption, emissions, and environmental impact, in line with the DfE's Sustainability and Climate Change Strategy.
- Ensure that all Trust schools have a Sustainability Lead *(requirement by 2025).*
- Develop and maintain an estates strategy that incorporates carbon reduction and sustainable asset management.
- Embed sustainability at board level, ensuring that trustees and accounting officers understand their role in steering the trust toward net zero commitments.

Good Estates Management and Digital Standards

- Monitor progress against the DfE's Estate Management standards.
- Review GEMS submissions for all Trust schools.
- Review estate-related risks and ensure alignment with strategic priorities.
- Monitor implementation against the DfE's Digital and Technology Standards.
- Ensure digital risks, including cybersecurity, are appropriately managed.

CYBERSECURITY, DATA PROTECTION AND AI

Requirements:

- Oversee the trust's approach to cybersecurity, ensuring robust systems are in place to protect digital infrastructure and sensitive data.
- Monitor compliance with UK GDPR and the Data Protection Act 2018, including data breach reporting and data subject rights.
- Review the trust's use of Artificial Intelligence (AI) and emerging technologies, ensuring ethical use, transparency, and alignment with safeguarding and data protection principles.
- Ensure AI-related risks are identified and managed, particularly in relation to automated decision-making, pupil data, and staff systems.

Approved by the Board of Trustees on:	**25 November 2026**
Adopted by the FAPPP committee: November 2026	**Next review date: September 2027**