Terms of Reference

Estates, HR and IT committee

Approved by Trust Board	**September 2026**
Version Number	**05**

Record of revisions	
Sept' 23	Overall purpose box – removed 'establish HR systems'
	1.7 Changed 'oversee' to 'monitor' to reflect committee's role
	1.8 Changed 'ensure' to 'monitor' and 'oversee' to 'monitor' to reflect committee's role
	1.9 change AFH to ATH
	2 – ICT – heading updated and 'the committee should…' added
	2.1 to 2.5 – grammar amended for clarity
	3 – procurement – added 'the committee will:…'
	3.2 reworded
	3.3 changed to 'monitor'
	4.3 removed: Consider and make recommendations to the Trust Board on changes to organisational structure including redundancies, employee remuneration and terms and conditions. Replaced with 'Consider and recommend to the Trust Board any changes to organisational structure and/or terms and conditions'
	4.5 – removed references to this committee's monitoring and approval of the pay policy and the pensions policy
May 24	1.8 added 'review'
	1.9 added 'review' x2 Added …'and ensure such arrangements are notified to the FAR committee' Amended £25k to £50k in line with CEO limit under financial SODA
	Introductory paragraph at 2: added 'scrutinise' and added the word 'possible' before standard
	2.3 and 2.4 and 2.5 added 'and review for all points
	Introductory paragraph at 3 – added …' in liaison with the FAR committee'
	3.3 added 'and review' Amended £25k to £50K in line with financial SODA
	4.3 added 'proposed'
	4.4 added 'Receive information from the CEO on any termination agreements…'
	4.6 amended 'monitor fundamental…' to 'monitor significant…'
	5.1 replaced 'may include' with 'includes'
	Reports received and working documents: added Trust Estates Plan and 'this list is not exhaustive'
	In attendance: removed 'CFO by invitation'
June 25	Replaced ESFA with DfE
	Replaced CFO with CFOO (membership)
June 2026	Change frequency to at least 3x per year from at least 4x per year Change minimum attendance requirement to 66% from 80% Quorum changed from 3 Trustees to 2 Trustees Strategic Plan added to reports and documents list Add in in relation to DfE standards Add in bullet points 1.2 and 2.6 Added bullet point 4.9

	Added in relevant DfE guidance to policies and procedures followed
August 2026	Minor revisions to reflect updated Academy Trust Handbook

The overall purpose of this committee is to assist the Trust Board in its statutory duty to monitor, in relation to DfE standards, and to maintain the conditions of the Trust's estate and ICT facilities and monitor HR systems to ensure regulatory compliance and staff wellbeing. The committee also oversees capital and maintenance programmes having regard to health and safety and wellbeing matters.

1. Estates - the committee will, through monitoring and audit, hold senior leaders to account to:

1.1 Ensure the Trust complies with statutory requirements under the relevant Health and Safety legislation and ensure the Trust creates a safe, healthy and sustainable environment for all users of the Trust estate including employees and visitors.

1.2 Ensure that the Trust works towards achieving the highest level of the School Estate Management standards and receive regular reports on progress.

1.3 Ensure the Trust insures buildings, equipment and services and its policies comply with Ofsted and DfE requirements and that managers and employees receive appropriate training and support to achieve the highest outcomes.

1.4 Keep under review the schools' business continuity plan to ensure that potential risks are anticipated, plans are in place and there is the capacity to respond in a timely and effective way.

1.5 Have oversight of the Trust's capital assets in order to secure that the Trust has appropriate buildings and infrastructure necessary to operate its services efficiently and effectively and to meet all statutory requirements.

1.6 Make recommendations to the Trust's Finance, Audit and Risk committee on the long-term capital programme and prioritisation of funding required to meet current and future service needs.

1.7 Make recommendations to the Trust Board, through the Finance, Audit and Risk Committee, on the 3-year maintenance programme required to maintain the Trust's estate and equipment and to endorse priorities for the next financial year and agree any necessary in-year changes.

1.8 Review and monitor the completion of the current year's maintenance and capital programmes to secure timely, efficient and cost-effective implementation and where responsibilities are delegated to keep these under review.

1.9 Review and monitor capital projects to ensure good value for money and review and monitor arrangements for the procurement of services and authorising arrangements for procurement over £50k and ensure such arrangements are notified to the FAR committee

1.10 Keep under review and make recommendations on management of capital projects as set out in the Academies Trust Handbook and the Trust's Financial Handbook, including definitions of capital items, levels of delegation and procurement arrangements.

1.11 Have responsibility for reviewing progress against the DfE School Estate Ma

2. ICT - the committee will monitor and scrutinise, and as much as possible ensure, our infrastructure is of the highest possible standard, providing all our schools with the appropriate technology to enable all pupils to have access to IT using this to enhance their learning. The committee should:

2.1 Ensure DFE standards for ICT are being followed
2.2 Review and make recommendations on ICT strategy
2.3 Monitor and review compliance and that risks are identified and managed
2.4 Monitor and review compliance and understanding of Cyber Security
2.5 Monitor and review GDPR issues and report to the board accordingly
2.6 Monitor progress against the DfE digital and technology standards

3. Procurement – in liaison with the FAR committee, the committee will:

3.1 Ensure best value for money in expenditure and improve effectiveness in driving performance
3.2 Ensure compliance with procurement legislation and the Trust's policies
3.3 Monitor and review arrangements for procurement of services and authorising arrangements for procurement over £75k, following the Trust's Scheme of Delegation

4. HR – To monitor and evaluate strategic HR actions and policies that will enhance and embed INMAT's reputation as an employer, enable INMAT to recruit, develop, engage and retain the best staff, volunteers, trustees and members. It does not replace formal channels and procedures for dealing with individual HR issues, or have responsibility for operational HR matters at INMAT. The committee will:

4.1 Keep under review the adequacy of the Trust's HR systems.
4.2 Ensure that Trust employment policies and practice meet statutory requirements and reflect good practice.
4.3 Consider and recommend to the Trust Board any proposed changes to organisational structure and/or terms and conditions.
4.4 Receive information from the CEO on any termination agreements to ensure that contractual terms on termination, and any payments made, are fair to the individual, and the Trust, that failure is not rewarded and that the duty to mitigate loss is fully recognised.
4.5 Periodically review and endorse INMAT's performance appraisal scheme and staff development programme.
4.6 Monitor significant Human Resource changes, staff consultation processes and any feedback on staff response to proposed changes.
4.7 Monitor staff selection procedures to ensure they conform with safer recruitment practice and current equalities legislation.
4.8 Provide members for disciplinary, grievance and other hearings, including appeal hearings, as required, or nominate members from the wider trust board.
4.9 Ensure that Trust policies and practices uphold professional standards and provide a safe working environment for all staff, in line with DfE guidance on preventing and tackling the bullying and harassment of school staff.

5. Staff well-being – the committee will:

5.1 Oversee and review arrangements made for staff wellbeing. This includes consideration of data on staff attendance and illness and receiving feedback.
5.2 Make recommendations to the Board of Trustees about strategy to improve staff well-being across the Trust.

6. The committee may:

6.1 Co-opt additional members for a period not exceeding a year to provide specialist skills, knowledge and experience. Such additional members do not count towards a quorum and do not have authority to vote on any matter.

6.2 Procure specialist ad-hoc advice relevant to the work of the Committee at the expense of the organisation, subject to budgets agreed by the Board.

6.3 In order to carry out its functions, seek any information it requires from any employee, through the Chief Executive Officer and all employees are directed to cooperate with any request made by the Committee.

Estates, HR and IT Committee	
Reports received & working documents	Prior meeting minutes Policy Schedule Annual Priorities (Estates, IT, HR) IT/H&S Audits Condition Surveys Reports on any capital programmes Reports from site inspection visits Staff and volunteer survey results and actions Procurement briefs Trust Financial Handbook Academies Trust Handbook Articles of Association Scheme of delegation Trust Estates Plan Strategic Plan Relevant DfE guidance This list is not exhaustive
Reports to	The Trust Board
Links to	Pay and Performance committee Finance, Risk and Audit committee
Status	Standing (permanent) committee
Frequency of meetings	At least 3x per year unless otherwise agreed by the TB
Minimum required attendance	66%
Chair	
Standing agenda items	Estates inc H&S HR updates IT updates Procurement Legal/GDPR Risk
Minute taker	Head of Governance and Compliance
Quorum	Two Trustees not including the CEO

Committee performance review	Annual Review conducted by Chair of Trustees
Membership	At least 3 Trustees
	In attendance: CEO CFOO
Confidentiality	Whilst the Committee is not a forum for the resolution or discussion of individual HR cases, there may be occasions when issues of a confidential or personal nature may be discussed. Unless this is clearly with the consent of the individual concerned, any discussion will ensure that no individual is able to be identified, and that as a general principle confidentiality is respected and maintained at all times.