

TERMS OF REFERENCE

People, Pay and Performance Committee V3

1. Introduction

The People, Pay and Performance Committee (the Committee) is a committee of the Ebor Academy Trust Board of Trustees.

The Committee has been established to support the Board in its responsibilities for issues of people management, remuneration and recognition, in the context of its commitment to the continual improvement of the quality of education across the Trust.

The Committee will operate within the powers delegated to it by the Board and in line with the responsibilities contained within section 3 of these Terms of Reference.

This Committee will have some overlapping responsibilities with the other committees of the Board; staffing related matters may be considered at the Standards Committee and the impact of pay awards on budgets will be considered by the Finance Committee.

2. Membership

The Committee should consist of a minimum of three (3) trustees, appointed by the Board. The Director of People & Culture will normally attend meetings. The CEO and Chair of Trustees may attend meetings of the Committee.

Meetings will be quorate if 2 members are present.

The Committee may ask any other member of Ebor Academy Trust staff to attend a meeting to assist with its work.

3. Responsibilities.

The Committee shall have delegated powers from the Board to carry out the following responsibilities:

- Review and develop the Trust's People Strategy.
- Review the Trust's Pay Policy and Performance Management Policy annually to ensure that they meet the needs of the Trust and its Strategic Plan.
- Ensure that the Trust is remunerating its people in accordance with the Trust Pay Policy.
- Ensure that performance management is being carried out consistently across the Trust, in line with the Performance Management & Staff Development Policy.
- Agree a process for reviewing the pay of senior staff across the Trust, for recommendation to the Board of Trustees.
- Ensure that the pay and remuneration of the CEO is reviewed against the agreed process annually, including agreeing the process for, and the

completion of, their performance management reviews.

- Review with the CEO, COO and HR Director the plans for the operational organisation of the staff and the employment HR policies and practices.
- Manage on behalf of the Board, as necessary, the recruitment of the CEO, COO and Finance Director (as company secretary).
- Review strategic People and Performance related management information and identify risks, trends and anomalies requiring action, including matters related to diversity and inclusion etc.
- Ensure that an adequate and appropriate workforce development plan is in place, and effective, for the Trust.
- Ensure that succession plans are in place to ensure continuity of educational and service delivery.
- Provide panel members –as appropriate, for employment related appeals and processes.
- Maintain an overview of the use of Settlement Agreements within the organisation.
- Deal with any other matters related to People, Pay and Performance as requested by the Board of Trustees.
- Oversee Apprenticeship provision and levy compliance
- Oversee Trade Union negotiations
- Approval of the annual cost of living award as per Pay Policy
- Ensure decisions about executive pay follow a robust evidence-based process reflecting the individual's role and responsibilities, and that the approach to pay is transparent, proportionate and justifiable.
- Oversee staff wellbeing, workload and working conditions

4. Reporting

Minutes of each Committee meeting will be presented to the subsequent Board meeting and, where necessary, the Chair of the Committee will provide a report to the Board on any substantive matters of importance and any material issues or concerns.

The Committee shall report its decisions to the Board and make whatever recommendations it deems appropriate on any area within its remit where action or improvement is needed.

5. Meetings

The Committee will meet at least three times a year, one meeting per term. The Chair of the Committee and or the Chief Executive may convene additional meetings as they deem necessary.

The meetings may be held in person or by teleconference or video conference and individual members may join a physical meeting remotely via teleconference or video conference and be regarded as present at the meeting.

Notices of meetings shall contain information relating to venue, time, date and agenda.

Papers to meetings shall be circulated at least one week before the date of the meeting.

The committee may obtain outside legal or other independent professional advice and secure the attendance of non-members with relevant experience and expertise if it considers this necessary. Such a person shall not be entitled to vote.

6. Resolutions and voting

Decisions of the Committee shall be taken by resolution and recorded in the minutes. Where a consensus cannot be agreed, the Chair may request a vote on a show of hands, in which case each Committee Member shall have one vote.

Decisions may, at times, be required outside of meetings. In such circumstances trustees can vote via e-mail through the Governance Professional/Clerk.

Where there is an equal division of votes, the Chair of the committee shall have a second or casting vote.

The Governance Professional will keep a record of e-mail responses to the decision. At the next committee meeting the decision will be formally ratified, and recorded in the minutes.

7. Terms of reference and committee effectiveness

The Terms of Reference for the Committee and Committee effectiveness will be reviewed annually by the Board and this will include a review of membership of the Committee.