



ST. BART'S
MULTI-ACADEMY TRUST

**TERMS OF REFERENCE (TOR)
FOR
PEOPLE AND PRACTICE
COMMITTEE**

September 2025

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St. Bart's Mission

Our mission is to **ADVANCE EDUCATION** and to provide the best curriculum in all our academies, enabling every child to realise their full potential.

St. Bart's Vision and Values

Releasing Potential together through



We have a **Passion** for releasing potential in all our children and staff through the **Encouragement** and development of **Ambition**, aspiration and excellence in all aspects of our work. Our commitment is to place children at the centre of everything we do. Working in **Collaboration**, we strive to provide the highest quality of educational experiences and outcomes for young people in an inclusive environment. Through the **Enjoyment** of learning, we live life together in all its fullness through **PEACE**.

We believe this vision empowers children with the skills to make a positive impact on the future of the communities they serve.

Our Trust Christian ethos is also captured by the **PEACE** values and all schools work in close partnership (whether C of E or community) to ensure that all children, adults and the communities they serve flourish just as Jesus encouraged us to do in John 10:10 –

"I have come that they may have life, and have it to the full."

St. Bart's Sustainability

We are committed to educating our pupils about environmental concerns and the importance of living sustainably. We recognise our responsibility to ensure that pupils are prepared for a world impacted by climate change through learning and practical experience.

We encourage both pupils and staff to think about the environment and how their actions will impact upon their local surroundings, as well as the global environment.

We will ensure pupils are taught about environmental sustainability, promote an eco-friendly attitude, and ensure that the Trust itself is as sustainable as it can be.

Terms of Reference (ToR) for People and Practice Committee

1. Introduction

The Trustees of St Bart's Multi-Academy Trust (the Trust Board) hereby resolves to establish a Committee of the Trust Board to be known as the People and Practice Committee (the Committee).

2. Remit and Responsibilities of the Committee

The People and Practice Committee will consider, keep under review and make recommendations to the Board on the impact and implementation of any Trust-wide strategies and policies for human resources and organisational development, the impact and implementation of Trust-wide strategy and policy in all matters relating to the recruitment, reward, retention, motivation and development of the Academy Trust staff. The Committee will review workload and well-being and develop/review a robust resourcing and talent management succession planning process for staff.

The People and Practice Committee will ensure that all pay determinations act in accordance with the Trust's pay policies and procedures, including adherence to any timings of pay determinations. The Committee will fulfil its responsibility to ensure that the Trust's remuneration policies and practices reward fairly and responsibly having regard to statutory and regulatory requirements.

It is essential that Trustees implement a rigorous and transparent process for determining and reviewing executive pay. To support this, the Board has produced an appendix outlining the specific terms of reference that apply when the People and Practice Committee is convened as the Trust Remuneration Committee.

The Committee's delegated powers are set out in the Schedule of Duties (see [Section 9](#) below).

3. Membership and Quorum

The Committee shall consist of at least three members of the Trust Board who will be appointed annually by the Board.

Members of the People and Practice Committee shall hold office from either the date of their appointment until their resignation, or their omission from membership of the Committee on subsequent consideration by the Trust Board – whichever occurs first.

Employees of the Trust are not permitted to be members of the People and Practice Committee, other than the CEO who is also a Trustee; however, other members of the Executive Team are able to attend meetings in an advisory capacity as and when invited by the Committee; however, they will not be present at their own pay determination. Trust Principals may also be asked to attend Committee meetings to offer their ideas, identify any possible areas for concern and discuss how these can be addressed within their academy.

It is possible to have the same Trustees within the People and Practice Committee who make pay determinations for executive leaders, but the Committee is not permitted to have the same panel of Trustees consider the pay of executive leaders and appeals for executive leaders.

The Committee may invite attendance at meetings from other persons who are not Trustees or Committee members to assist or advise on a particular matter or range of issues. Such persons will not be entitled to vote.

The Committee shall at the first meeting of each academic year, elect a member to act as Chair of the Committee (the Chair) being someone other than the Chair of Trustees. Where the Chair is absent from any meeting, the Committee shall elect a temporary replacement from among the members present. No person may act as Chair unless they are also a Trustee.

Trustees shall ensure that a Governance Professional (Clerk) is provided to take minutes at meetings of the Committee.

The quorum for the transaction of the business of the Committee shall be three Committee members or, where greater, any one third rounded up to a whole number of the total number of Committee members who are in each case present at the meeting and entitled to vote.

4. Proceedings of Committee Meetings

The Committee shall meet as often as is necessary to fulfil its responsibilities but at least three times a year, including in relation to timescales outlined in the Trust's Pay Policies and Procedures.

The dates for each scheduled Committee meeting shall be agreed before the first Autumn term of the academic year.

The Chair of the Committee or any three Committee Members may, by giving notice in writing to the Governance Professional, call unscheduled meetings as long as appropriate notice of at least seven days is given to other members of the Committee. A shorter notice may be given where the Chair of the Committee decides a particular matter, including a pay or appeals issue requires addressing immediately.

A quorum must be present. If the number of members assembled for a meeting of the People and Practice Committee does not constitute a quorum, the meeting shall not be held. Due notice of such adjourned meeting shall be given forthwith to all Committee members. If in the course of a meeting of the People and Practice Committee the number of members present ceases to constitute a quorum, the meeting shall be terminated forthwith or adjourned until a quorum is present. Any further meeting shall be convened to a date and time which is reasonably practicable, but in any event within seven days of the date on which the meeting was to be originally held or was so adjourned.

Any member shall be able to participate in People and Practice Committee meetings by telephone or video conference or other electronic means.

The convening of a meeting and the proceedings conducted thereat shall not be invalidated by any reason of any individual not having received notice of the meeting or a copy of the agenda thereof.

Members are required to send apologies in advance to the Chair when they are unable to attend meetings.

Every matter to be decided at a meeting of the Committee shall be determined by a majority of the votes of the members present and voting on the matter. Each member present in person shall be entitled to one vote.

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

Each Committee member, if present at a meeting of the Committee, must disclose their interest, withdraw from the meeting and not vote on a matter if:

- there may be a conflict between their interests and the interests of the Trust;
- there is reasonable doubt about their ability to act impartially in relation to a matter where a fair hearing is required;
- they have a personal interest (including but not limited to a personal financial interest) e.g. Where they and/or a close relative will be directly affected by the decision of the Committee in relation to that matter.

A register of attendance shall be kept for each Committee meeting and published annually on the Trust website.

The Governance Professional shall circulate an agenda, copies of minutes of the previous Committee meeting, and any papers to be considered no fewer than seven clear days prior to the meeting.

The Governance Professional will take minutes during Committee meetings. The minutes will be approved by the Chair of the Committee before being circulated to Committee members and the Trust Board.

Confidential minutes will only be shared with Committee members who were present at the meeting where the confidential item was discussed.

The Committee will make the agendas, approved minutes and any reports, documents or papers considered for each meeting available for public inspection in line with the 'Academy trust handbook'. This excludes any material relating to a named employee, proposed employee, pupil or candidate for admission or referral to the academy, and any matter which Committee members are satisfied should remain confidential.

5. Authority

The Committee is authorised by the Trust Board to carry out any activity authorised by these Terms of Reference or specifically delegated to it by the Trust Board and to:

- request any information it requires from any employee, external audit, internal scrutiny, or other assurance provider
- obtain outside legal or independent professional advice it considers necessary, normally in consultation with the Trust Board.

6. Reporting

The Committee shall arrange for the production and delivery of any reports or updates as requested by the Trust Board from time to time.

The Committee will ensure that minutes of executive pay determinations record the evidence considered, the rationale for the decision, and confirmation of compliance with the Academy Trust Handbook. All executive pay decisions must be defensible and capable of withstanding scrutiny from stakeholders, the public, and regulators.

7. Amendment of Terms of Reference

These terms of reference are drafted and maintained by the Trust. The Trustees may make amendments to these terms of reference from time to time.

8. Effective Date

These Terms of Reference shall come into effect on 1 September 2025.

9. Schedule of Duties

The specific duties of the People and Practice Committee shall be to:

9.1. General

- observe and comply with the Trust's Governance Code of Conduct, at all times
- appoint a Governance Professional to advise and guide the Committee of their duties and responsibilities, and to record minutes of all Committee meetings
- review the Terms of Reference for the People and Practice Committee and Remuneration Committee on an annual basis
- keep up to date with any relevant legislation and advise the Trust Board when policies or procedures need to be revised
- provide minutes of all People and Practice Committee meetings for review at Trust Board meetings seek professional advice as necessary
- attend relevant training when appropriate
- report to the Trust Board on the proceedings, recommendations and decisions of the Committee
- encourage a culture within the Trust whereby each individual feels that he or she has a part to play in guarding the probity of the Trust, and is able to take any concerns or worries to an appropriate member of the management team or in exceptional circumstances directly to the Trust Board

9.2. People - policy and practice

- support the Trust Board in fulfilling its legal and regulatory responsibilities for the employment of staff in ways that are appropriate to the MAT's vision, ethos and values
- review the Trust Professional Growth Strategy and Procedure
- 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 all staff, including leadership pay.
- ensure pay decisions are fair, transparent, and aligned with performance and Trust values.
- review benchmarking data to ensure competitiveness, value for money and affordability.
- ensure the Trust submits and publishes the required pay equality information
- analyse pay information to identify and explore any gender /ethnicity pay gaps, challenges to achieving pay equality in the Trust and any success
- monitor the working conditions, wellbeing and work/life balance of Trust staff including staff absence and sickness; carry out appropriate consultation with staff and unions where necessary
- consider staff vacancies across the Trust and ensure these are filled with appropriately qualified staff according to the Trust Recruitment and Selection Policy
- consider the impact and implementation of any Trust-wide strategies and policies for human resources and organisational development
- review HR policies and procedures, including changes to pay structure, ensuring policies are up to date and aligned with best practice
- review any other statutory policies related to the duties of the Committee or that may be referred by the Trust Board
- monitor Equality, Diversity and Inclusion including compliance with PSED and publication of equality objectives
- develop / review a robust resourcing and talent management succession planning process for staff
- ensure that the Trust's staffing arrangements are sufficient for the achievement of the Trust's objectives and its continued effective operation
- analyse the impact of CPD activities to ensure the Trust is developing a staff body with appropriate knowledge, skills and expertise to enable the MAT to fulfil its vision and achieve its strategic objectives
- assess and approve staffing structure as required, including any proposals by the CEO for the Trust leadership structure
- review proposals for the restructuring and redundancy of Trust staff
- ensure there are clear processes for bringing significant issues to the Trust's attention more rapidly when required including the publication and communication of the Trust's Whistleblowing Procedure
- review Facility Time data report and ensure this is published annually

CEO / Executive Pay

- Act as the Trust's Remuneration Committee for the purpose of the Academy Trust Handbook 2025.
- Agree the principles and process for setting executive pay, including for the CEO and other executive roles within the central leadership team.
- Ensure the process is transparent, evidence-based, and capable of withstanding public scrutiny in compliance with the Academy Trust Handbook.
- Consider external benchmarking, Trust performance, and individual performance when determining pay recommendations.
- Ensure all decisions are fair, proportionate, represent value for money, and are defensible in the context of the Trust's educational objectives.
- Formally minute the rationale for all decisions, including details of external benchmarking, performance considerations, and how the agreed pay policy was applied.
- Recommend executive pay awards to the Trust Board for approval

10. Calendar of business

10.1. Autumn term

- To review Terms of Reference
- To elect a Chair of the Committee
- To undertake an analysis of CPD activities across the Trust
- To review the recommendations for teachers' pay progression decisions
- To review and discuss teacher pay point analysis
- To request that a salary statement is issued to executive leaders and teachers to confirm committee determinations.
- To annually determine, increases in pay scales over an agreed monetary value, the entry pay and pay scales for newly established roles within the trust or pay scale for senior appointments
- To approve the Professional Growth Strategy and Procedure
- To approve the Trust Teaching and Support staff pay policies
- To review and recommend approval of Trust Executive Pay Policy to the Board
- To review benchmarking data in relation to executive pay (Executive leaders and CEO)
- To work with the CEO to ensure that the appraisal process for all staff on Executive contracts is implemented effectively
- To make determinations to the pay of executive leaders and recommend to the Board for approval
- To undertake a performance and professional development review with CEO – Reflection on previous year and Intent for forthcoming year
- To consider the report of any external advisor appointed to conduct the CEO's performance and professional development review if applicable.
- To conduct the CEO pay review
- To prepare and submit recommendations for CEO pay and performance determinations to the Trust Board

- To approve Executive Pay information (for approval before publication on website)
- To approve the Trust Grievance Procedure
- To approve the Trust Capability Procedures
- To approve the Trust Disciplinary Procedures

10.2. Spring Term

To review the progress of the Trust Equality, Diversity and Inclusion objectives (annual progress)

- To approve the Trust Equality Policy (every 4 years)
- To conduct an evaluation of Trust Diversity data
- To receive a Trust staffing update, including recruitment and retention / workload and wellbeing / management of absence.
- To receive reports on statutory gender, pay gap information and ethnicity pay reporting information
- To approve the Trust Modern Slavery Statement
- To review and approve Trust Central Team staffing structure
- To review and agree of Academy staffing structures re potential restructures

10.3. Summer Term

- To review and approve the Trust Staff Equality Diversity Inclusion Policy
- To receive a Trust staffing update, including recruitment and retention / workload and wellbeing / management of absence.
- To receive an overview of staff vacancies and retention
- To undertake an annual review of staff attendance
- To review Facilities Time Reporting
- To review Trust Succession Planning / Leadership Development
- To approve the Trust Whistleblowing procedures
- To approve the Trust Staff Code of Conduct

11. Appendix One

Terms of Reference for meetings of the People and Practice Committee acting as the Remuneration Committee

Purpose

- The Committee will act as the Trust's Remuneration Committee for the purpose of the Academy Trust Handbook.

Responsibilities

Remuneration

- Agree the principles and process for setting executive pay, including for the CEO and other executive roles within the central leadership team.
- Ensure the process is transparent, evidence-based, and capable of withstanding public scrutiny in compliance with the Academy Trust Handbook.
- Consider external benchmarking, Trust performance, and individual performance when determining pay recommendations.
- Ensure all decisions are fair, proportionate, represent value for money, and are defensible in the context of the Trust's educational objectives.
- Formally minute the rationale for all decisions, including details of external benchmarking, performance considerations, and how the agreed pay policy was applied.
- Recommend CEO and other executive pay awards to the Trust Board for approval

Performance Review

- Work with the CEO to ensure that the appraisal process for all staff on Executive contracts is implemented effectively
- Consider the report of any external advisor appointed to conduct the CEO's performance and professional development review if applicable. This report will inform the Committee's recommendation on the CEO's pay award. Documentation of these meetings will be confidential.
- Undertake a performance and professional development review with CEO, including a review of performance from the previous year, agreeing development priorities and completing mid and end of year reviews

Executive Pay Policy

- Review and recommend to the Board the Trust Executive Pay policy

- Implement the Trust Executive Pay policy

Membership and Quorum

- The Committee shall comprise at least three members, who are members of the People and Practice committee, none of whom should be employees of the Trust.
- The Chair of the People and Practice Committee will act as the Chair of the Remuneration Committee.
- The quorum for the transaction of the business of the Committee shall be three Committee members.
- Only members of the Committee have the right to attend meetings, however, other individuals such as the Trust CEO, the Trust Head of People and external advisers may be invited to attend for all or part of any meeting, as and when appropriate and necessary. No executive or other senior staff member shall be involved in any decisions as to their own remuneration outcome.
- The Governance Professional to the Trust Board or their nominee shall minute the proceedings and will ensure that the Committee receives data/information and papers in a timely manner to enable full and proper consideration to be given to the issues.

Proceedings of Committee Meetings

- The Committee shall meet at least once a year and otherwise as required.
- The dates for each scheduled Committee meeting shall be agreed before the first Autumn term of the academic year
- A quorum must be present. If the number of members assembled for a meeting of the Committee does not constitute a quorum, the meeting shall not be held.
- Due notice of such adjourned meeting shall be given forthwith to all Committee members. If during a meeting of the Remuneration Committee the number of members present ceases to constitute a quorum, the meeting shall be terminated forthwith or adjourned until a quorum is present.
- Any further meeting shall be convened to a date and time which is reasonably practicable, but in any event within seven days of the date on which the meeting was to be originally held or was so adjourned.
- Any member shall be able to participate in Remuneration Committee meetings by telephone or video conference or other electronic means.
- The convening of a meeting and the proceedings conducted thereat shall not be invalidated by any reason of any individual not having received notice of the meeting or a copy of the agenda thereof.
- Every matter to be decided at a meeting of the Committee shall be determined by a majority of the votes of the members present and voting on the matter. Each member present in person shall be entitled to one vote. Where there is an equal division of votes, the Chair shall have a casting vote.

Authority

- The Committee is authorised by the Trust Board to carry out any activity authorised by these Terms of Reference or specifically delegated to it by the Trust Board and to:
- request any information it requires from any employee, external audit, internal scrutiny, or other assurance provider

- obtain outside legal or independent professional advice it considers necessary, normally in consultation with the Trust Board.

Reporting

- The Committee will ensure that minutes of any meetings record the evidence considered, the rationale for the decision, and confirmation of compliance with the Executive Pay Policy. All executive pay decisions must be defensible and capable of withstanding scrutiny from stakeholders, the public, and regulators.
- The Committee shall report upon the business transacted at its meeting to the next scheduled **confidential** Trust Board meeting

The Executive Pay Appeals Committee

- For disputes in pay decisions, the CEO or an Executive Leader has a right of appeal to a panel which will consist of a minimum of three Trustees, who were not involved in the original decision. None of whom are employees of the Trust and will otherwise be subject to the same Terms of Reference as the Remuneration Committee.
- This Committee will be responsible for:
- hearing appeals from the CEO or other Executive Leaders regarding their pay as determined by the Trust Board;
- reviewing that the Remuneration Committee have followed the procedures of the Executive Pay Policy, Professional Growth Strategy and Procedure and/or the Remuneration Committee Terms of Reference and to decide to either uphold or reject an appeal on this basis.
- The decision of the Appeals Committee will be recorded and reported to the Trust Board with due regard for confidentiality.
- The decision of the Appeals Committee is binding and not subject to further appeal.



ST. BART'S

MULTI-ACADEMY TRUST

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