

Terms of Reference for the Personnel Portfolio of the Board of Trustees of the United Schools Trust

Agreed at meeting of the Trust Board on 13 September 2021. **Personnel Portfolio holder is Julie Stuchbery-Ullah (to review in December 2021 when she will resign from the Board)**

Review date December 2021

These terms of reference should be reviewed annually by the Board and when there are any changes to the Board's membership.

The trust board responsibilities for finance and resources including staff.

The board has responsibility for 'Overseeing the financial performance of the school and making sure its money is well spent' (Governance Handbook). They should do this by making sure they have at least one trustee with specific skills and experience of financial matters, and by asking questions such as:

- Are we allocating our resources in line with our strategic priorities?
- Are we making full use of all our assets and efficient use of all our financial resources?
- Are other schools buying things cheaper or getting better results with less spending per pupil?
- How can we get better value for money from our budget?
- Do we have the right staff and the right development and reward arrangements?
- What is the school's approach to implementation of pay reform and performance related pay? If appropriate, is it compliant with the most up to date version of the School Teachers' Pay and Conditions Document?

Many trustees may not be familiar with looking at and understanding data. There is a large volume of data available. It is essential that every board have at least one trustee with the skills to understand and interpret the full detail of the financial data available. These individuals should make sure that the wider board has an accurate understanding of the school's finances. They should identify from the data the issues that most need to be discussed. Other trustees should learn from them and undertake any available training opportunities to improve their confidence and skills in looking at data.

The board recognises that it is accountable for the way in which resources are used and it is committed to carrying out this responsibility honestly, transparently and with integrity. The portfolio holder has delegated responsibility from the trust board to fulfil the responsibilities of the trust board as specifically itemised below. The portfolio holder will operate in accordance with the Academies Financial Handbook to maintain effective arrangements for the efficient deployment of school resources.

Best Value

The board will ensure the principles of Best Value are followed when making decisions. The principles of best value are:

- Challenge – why, how and by whom an activity is carried out;
- Compare – performance against other schools and between parts of each school;
- Consult – involving stakeholders, especially pupils and parents;

- Compete – as a means of securing efficient and effective services.

Matters of Urgency

These may be dealt with by the chair of the board and the Principal and reported to the next meeting of the full board.

Delegation

The board may use its powers to delegate functions and decisions to individual trustees. It is the overall board, however, that in all cases remains accountable in law and to Ofsted for the exercise of its functions. (Governance Handbook.)

Levels of Delegation - Decision or Recommendation

D = **decision** to be taken by the portfolio holder and reported to the full trust board in the minutes.

R = the portfolio holder to make a **recommendation** to the full trust board, who will make the decision.

Note from The Governance Consultancy Team: The level of delegated decision making given to a portfolio holder needs to be agreed by the full board. Full delegation (within legal requirements) is suggested within these terms of reference, but you may wish to set different levels with the portfolio holder making more recommendations and fewer decisions. Whatever you decide, make sure there is no duplication between the work of the portfolio holder and the full board. All delegated decisions must be reported to the full board through notes from the portfolio holder.

Portfolio holders will undertake appropriate training in order to fully understand their role including, where possible and appropriate, joining relevant staff training to keep updated.

Personnel Portfolio Holder

Personnel Policies and Documents delegated to this portfolio:

- Staff Capability Policy (Statutory)
- Staff Discipline Policy (Statutory)
- Staff Grievance Policy (Statutory)
- Pay Policy (Statutory)
- Teachers' Appraisal Policy (Statutory in maintained schools)
- Whistleblowing Policy (Statutory)
- Central record of recruitment and vetting (DBS) checks
- Contract of Employment for each member of staff

In consultation with the Principal and giving consideration to the School Improvement Plan (School Development Plan), to review the staffing structure annually and whenever a vacancy occurs. Ensure that flexible working and the Teacher Recruitment and Retention Framework is considered when reviewing staffing structures.	D
To review a Pay Policy for all members of staff, in line with HR advice and make recommendations to the full governing board. To monitor that appropriate procedures are in place and followed for setting levels of executive pay which are transparent, proportionate and justifiable.	R
To approve/recommend the policies and procedures for dealing with conduct, capability, discipline, grievance and redundancy, in line with HR models; and ensure that staff are informed of these.	R
To approve the Performance Management/Teacher Appraisal Policy ensuring that the appraisal process links with the School Improvement Plan priorities. Ensure that the board establishes an appropriate Pay and Performance Committee to monitor the appraisal process and decide outcomes	D
To work with the Senior Leadership Team to review the training requirements of the school workforce, linked to the curriculum and the School Improvement Plan and make recommendations to the board.	D

Monitor and review staff well-being & absence to identify trends & possible impact on provision, develop plan to mitigate and/or resolve any issues	D
Monitor recruitment & retention patterns, suggest plans to address any emerging issues	D
To ensure that requirements for safer recruitment are in place and that there is an up to date single central record (SCR) of recruitment and vetting (DBS) checks held in school. (<i>The Safeguarding Lead Governor is delegated responsibility for checking the content of the SCR</i>)	D
To monitor arrangements for interviewing and appointing staff, including agreeing the level of trustee involvement (setting criteria, shortlisting, part of interview panel) for different categories of appointments. Ensure every member of staff has a Contract of Employment.	D
Ensure that the school has appropriate policies in place related to the conduct of staff. Monitor that the school's approved policies and procedures are followed by staff.	D
To ensure work/life balance issues for all staff are given proper consideration when making decisions and that the working conditions and wellbeing of the staff are kept under review.	D
Confirm arrangements for Principal appraisal, appointment of external advisor & HT appraisal trustees (ensure at least one member of the appraisal panel has undertaken relevant training) for approval by the board.	R
Evaluate responses to the annual staff survey and identify areas where action may be needed to address any concerns raised.	D
Monitor that the school has issued Privacy Notices to staff and the Data Protection Officer (DPO) ensures that appropriate Data Protection requirements and safeguards are in place for personnel data.	D