



The Athelstan Trust

Staffing Committee Terms of Reference

1. Purpose of the Staffing Committee

- 1.1 The Staffing Committee is a Committee of the Athelstan Trust Board. The purpose of the Committee is to support the Trust in its responsibilities for ensuring the highest standards of governance in relation to HR, remuneration, progression and Executive Leadership Appointments within the trust.

2. Membership

- 2.1 The Committee will be formed from at least 2 Trustees and at least 1 Local Governing Board Governor (the number of Governors to remain less than the number of Trustees). The Chair of the Committee will be a Trustee. The membership will be discussed on an annual basis and the Chair shall be appointed at that meeting.
- 2.2 Chair's term of office shall be one year as this appointment is voted upon annually (see 2.1 above).
- 2.3 Committee members will select at least two and a maximum of three Trustees to join the CEO PM group, along with one external advisor.
- 2.4 The Committee may invite non-voting specialists who are not Trustees to advise on specific areas, for such a period of time as required the Committee.
- 2.5 CEO and CFO are non-voting advisors to the Committee. Other staff will be invited as appropriate at the direction of the Committee.
- 2.6 Any Trustee may attend a meeting of the Staffing Committee, including those who are not members of the Staffing Committee.

3. Delegated Power

- 3.1 The Committee is authorised to invite attendance at its meetings persons to assist or advise on a particular matter or range of issues, including members of Trust staff, but staff will not be present where there is a potential conflict of interest in relation to their own remuneration.
- 3.2 In the event of a need to make urgent decisions between meetings, the Chair of the Staffing Committee, in consultation with the CEO and the Trust Chair, will take appropriate action on behalf of the Committee. The decisions taken and the reasons for urgency will be minuted and explained fully at the next meeting of either the Staffing Committee or the Trust Board as appropriate.





The Athelstan Trust

- 3.3 The Committee is authorised to investigate any activity within its terms of reference or specifically delegated to it by the Board including to (a) request any information it requires from any employee or other assurance provider; or (b) obtain outside legal or independent professional advice it considers necessary with approval of the Trust Board.
- 3.4 The Committee does not have its own budget and has no remit for capital expenditure; legal commitments, including approving annual pay increases, are made with the prior delegated consent of the Trust Board.

4. Quorum and Decision by Consensus

- 4.1 It is generally expected and encouraged that decision making by the Staffing Committee should be by consensus. However, if consensus cannot be reached, the decision will be referred to the Board for resolution.
- 4.2 This is subject to any member of the Committee having an interest, loyalty or duty that conflicts, or is reasonably likely to conflict, with the interests of the Committee. In such cases the Committee member must declare his or her interest for the particular item.
- 4.3 The quorum for the Committee shall be two non-conflicted members.

5. Meetings

- 5.1 The Staffing Committee will meet three times a year or more frequently as circumstances require. The Committee Chair shall also convene a meeting at other times if considered necessary or upon the reasonable request of any Committee member.
- 5.2 In addition, the CEO PM group will meet an additional two times a year (November and March)
- 5.3 Meetings will be scheduled by the Governance Professional with advice from the CFO to align with major decision points for the Trust such as the Teachers' Pay Awards.
- 5.4 The Governance Professional Clerk shall attend and service Committee meetings, including circulating the agenda and papers before each meeting, and preparing the minutes.
- 5.5 The Chair will set the agenda for the Committee meetings in conjunction with the Governance Professional and relevant staff.
- 5.6 Meetings will be chaired by the Chair of the Committee. In the absence of the Chair, the Committee will elect a temporary replacement from among the members present at the Committee meeting.
- 5.7 In the absence of the Governance Professional the Committee will approve a replacement for the meeting.





The Athelstan Trust

- 5.8 The Governance Professional will circulate an agenda for each meeting and papers at least a week before each meeting.
- 5.9 Attendance at each meeting, matters discussed and recommendations for decisions will be recorded. The written record of each meeting will be submitted to the next meeting of the Committee.
- 5.10 At the start of each meeting, Committee members will be asked to declare any interests in agenda items.

6. Reporting

- 6.1 The Chair will report any actions to the Trust Board requiring ratification.
- 6.2 The Committee will review at least once a year with the Board its constitution and Terms of Reference and recommend any changes necessary to the Board.

7. Key Responsibilities

The Staffing Committee shall consider and advise the Trust Board on the following specific matters:

7.1 The Central Team

- 7.1.1 The recruitment and appointment of the CEO and Central Team of the Trust.
- 7.1.2 The setting of remuneration for the Central Team based on performance and benchmarked against other similar Trusts within the sector.
- 7.1.3 Involvement in the recruitment and appointment of other senior roles in Athelstan schools, as required.

7.2 Pay

- 7.2.1 To review and advise the Board on any changes to the pay and terms and conditions of service of all employees in the Trust.
- 7.2.2 To review and advise the Board on pay policy and annual pay progression.

7.3 Performance Management and Staff Management

- 7.3.1 To complete the Performance Management of the CEO in accordance with the Executive Pay Policy and Appraisal Policy and to subsequently make a recommendation regarding CEO pay to the Trust Board.





The Athelstan Trust

7.3.2 To review, approve and monitor Headteacher pay recommendations made by the CEO.

7.3.3 To review, approve and monitor the CFO pay recommendation made by the CEO.

7.3.4 To review and monitor the effectiveness of performance management and pay awards for schools in the Trust.

7.3.5 Monitoring the effectiveness of professional development of staff

7.3.6 To have an oversight of staffing and disciplinary issues across the Trust

7.4 Staffing Structures

7.4.1 To review and advise the Board on any significant changes to staffing structures within the Trust and its schools.

7.4.2 To approve the Business Plan for any significant restructures that are likely to involve redundancies (voluntary or statutory) and associated costs or have the potential risk of future costs associated with employment tribunals or legal action.

7.5 Staff Wellbeing

7.5.1 To monitor and review the provisions for Staff wellbeing and to consider their impact.

7.6 Policy Review

7.6.1 To ensure all policies that have an impact on people-related processes at the Trust are clearly identified and documented by the HR team.

7.6.2 To oversee all people-related Policies being reviewed for accuracy and completeness. Policies should be re-drafted and rebranded as required in order to be brought up to date.

7.6.3 To approve all people-related Policies, once internal approval by the central team has been given. Certain Policies may be reviewed by the Committee and recommended to the Trust Board approval in line with the Trust's policy schedule and scheme of delegation. These include disciplinary, capability and grievance procedures and appraisal policy.

7.6.4 To ensure that approved Policies are disseminated within the Trust to all relevant stakeholders and updated in line with the agreed schedule of renewals on an ongoing basis.

7.6.5 Monitor and review statement for dealing with allegations of abuse against staff.





The Athelstan Trust

7.6.6 Approve and monitor a professional development programme for teachers, support staff and central team.

7.7 Other

- a. Consider any other matters where requested to do so by the Trust Board.
- b. Review and approve any Trust Policies which have been delegated to the Committee in accordance with the Trust's policy review schedule.
- c. Advise the Audit and Risk Committee on changes to risks and / or mitigation measures relating to finance, premises, facilities, and building projects and across the Trust, and ensuring these are reflected in the risk register.

8. Terms of Reference

8.1 The committee's terms of reference will be reviewed annually at the first meeting of the year and any proposed changes referred to the Trust Board for approval. Any additional changes during the year must be referred to the Trust Board for approval.

Approved by the Trust Board – 11th December 2025

